

Regional Oral History Office
The Bancroft Library

University of California
Berkeley, California

Robert Kerley

VICE CHANCELLOR OF ADMINISTRATION, UNIVERSITY OF CALIFORNIA, 1970-1982

Interviews conducted by
Germaine LaBerge
in 2002

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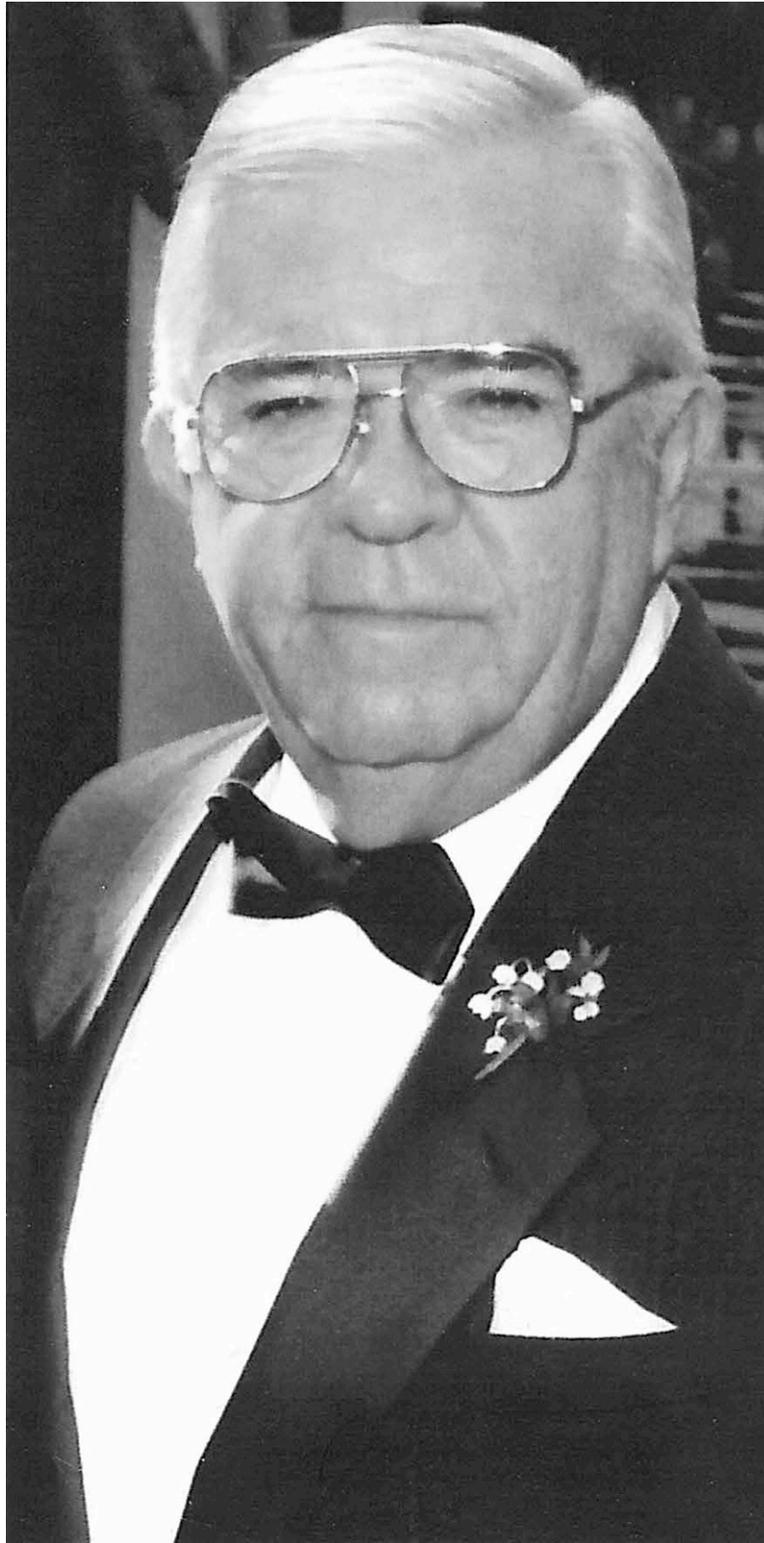
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Vice Chancellor Administration Robert F. Kerley 1970-1982



World War II: U.S. Army Major Robert F. Kerley



Betty's (Elizabeth Strehl) and Bob's wedding at the Chancellor's Residence and Garden, April 19, 1975



30th wedding anniversary with the Kerley family

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[End of Interview]

Interview History

When he greeted me at the door of his Rossmoor home, Bob Kerley immediately melted my heart. He was the spitting image of my dad with that shock of pure white hair and the map of Ireland on his face. It didn't take long for us to sit down at the kitchen table and "establish rapport." I became a member (on the spot) of the Bob Kerley fan club, the group that spearheaded this oral history both figuratively and monetarily. Many thanks to Brad Barber and Laura Brehm for suggesting and making this project possible.

Why Bob Kerley? The Regional Oral History Office (ROHO) has for fifty years been recording and collecting interviews on the history of the University of California. An "old Blue," Bob Kerley served this campus well in many capacities—from student jobs as lab assistant/cowboy for the Veterinary Sciences Department to assistant business manager for the campus under Chancellors Clark Kerr and Glenn Seaborg (1951-1964) to Vice Chancellor-Administration under Chancellors Bowker and Heyman (1970-1980). One of his innovations was the employment of student interns—one of their responsibilities was to take him to lunch once a week for discussion. These students, now middle-aged, have remained Bob's friends, and credit their time under his guidance as influential in their own careers.

Bob's final gift to the university was appropriately in the campus development office. As Vice Chancellor-Development and President of the UC Berkeley Foundation (1980-1981), he established procedures for fundraising and raised the standards for fund stewardship. In the process, he opened up the communications between the Chancellor's Office and the Alumni Association.

There was an interlude between UC positions. In the 1960s, Bob and his family moved East, while he served as Vice President at the University of Kentucky, and then at Johns Hopkins University, managing their business affairs. And since his retirement from UC, he has run his own consulting firm, Robert Kerley and Associates. His vita is included in this volume.

Eight interviews were recorded from May to August 2002. Bob and his dear wife Betty would greet me warmly at the door—Betty most often would do her errands while Bob and I "talked." A great raconteur, he spoke easily and candidly, the stories sprinkled with both laughter and tears. After we had met two times, Bob sent this note: "I got two large boxes of KLEENEX. One for me and one for you. They will be here at 9:30 tomorrow." He is a man who cares deeply about people, about their opportunities and their happiness. I consulted several people in preparation for the interviews; they said Bob Kerley was the model boss and colleague, leading by example and encouragement. Many thanks to Brad Barber, Sharon Bonney, Earl F. Cheit, Afton Crooks, Gabrielle Morris, Susan O'Hara and Emily Sexton for their valuable input.

The sixteen tapes were transcribed at ROHO, lightly edited, and delivered to Bob for his review. He has not enjoyed good health in the past few years, and spending time editing took a lot of energy (and he passed away not long after the interviewing was completed). I am grateful to Lisa Rubens and Linda Norton of the Regional Oral History Office for bringing this project to completion.

The Regional Oral History Office, a division of the Bancroft Library, was established in 1954 to augment through tape-recorded memoirs the Library's materials on the history of California and the West. One of its major areas of investigation has been the history of the University of California; a listing of oral history interviews in the University History Series follows is included in this volume. Copies of all interviews are available for research use in The Bancroft Library and in the UCLA Department of Special Collections. Tapes of the interviews are also available for listening in The Bancroft Library. As of November 2012, when this interview was finalized, the Regional Oral History Office was under the direction of Neil Henry and Martin Meeker, and the administrative direction of Elaine Tennant, James D. Hart Director of The Bancroft Library, University of California, Berkeley.

Germaine LaBerge, Interviewer
Regional Oral History Office

Berkeley, California
December 2004 (update November 2012)

Interview 1: May 15, 2002**LaBerge**

We always like to have a background and start from the beginning. I know you were born in 1920, but why don't you tell me the circumstances and a little bit about your family.

Kerley

I was born on the dining room table, on Boston Avenue, off of East 14th Street in Oakland, at an hour I do not recall, but there must have been one. [laughter]

LaBerge

And it was in August, is that right?

Kerley

Yes, August the thirteenth.

LaBerge

Where do you fall in your family, or are you an only child?

Kerley

Well, my mother had three sons, two by her first husband and one by her second husband. So, Jack is older than I am by about two years. Gordon is deceased; he would have been, I guess, about sixty now. And we were a—even at that time I believe, although I was too small to know what was going on—we were an extended family living together because of the economics under which we lived. My mother was divorced later, shortly after I was born.

LaBerge

So you're the second of the three sons?

Kerley

Yes, I am the second.

LaBerge

What was your mother's name?

Kerley

Gladys. Gladys Mae. Her maiden name was Coleman.

LaBerge

What was your father's name?

Kerley

Francis Patrick Elliott. An important person in my life was my mother's mother, Sarah Coleman. We all called her Mammie. She raised me, my brother, Eileen's son Raymond, and one of her daughters, Noel.

LaBerge

Who was Eileen?

Kerley

Eileen was one of my mother's sisters.

LaBerge

Did you all live together?

Kerley

Oh hell, yes.

LaBerge

Well, tell me the whole group that lived in the house.

Kerley

Well, there was my mother; me; Jack, my older brother; Uncle Jack, who was the son of Sarah; Eileen, a daughter of Sarah; Marion, a daughter of Sarah; Noel, a daughter of Sarah, who was therefore my aunt, but she was only two years older than I was. [laughter] We'll get back to her. David, Marion's husband, for a while, then they went off and bought a house and lived in Oakland forever. I said Raymond, didn't I?

LaBerge

Yes. Raymond was—?

Kerley

Raymond was Eileen's son.

LaBerge

So your cousin.

Kerley

Yes. He became an opera singer in Italy and retired and is still alive in Italy. He started singing on cruise ships out of San Francisco. He was a homosexual.

Then, from time to time, there were others coming in and out. I remember the number thirteen for a very good reason because early on, I got the job of preparing potatoes for evening dinner, and we would buy them by the sack and they would be in the basement. Going down to get thirteen potatoes was kind of a normal number and a usual number.

LaBerge

Wow!

Kerley

Everybody worked or tried to. Mammie doled everybody out in the morning with carfare, to look for a job or to go to a job, a brown bag lunch. Everybody walked out like soldiers. And, essentially they were told not to come home unless they could bring some money or something, but it was a happy group. There was a lot of singing because we were all Irish, and they all love to sing and they all love to talk, but they were also pretty brittle in their interpersonal relationships, sort of a lot of sparks flying around all of the time. Noel was especially—she is deceased—Noel and I grew up together, and I remember exactly what she was famous for. She

was famous for little aluminum tea set with little tea cups and little plates, and she made graham cracker cakes out of graham crackers with jelly in between. [laughter] She would try to cut them into fours and of course they would all crumble. I remember that just as brilliantly today as I did the day it happened first.

LaBerge

So essentially she was like your sister almost? You and Jack and—

Kerley

Yeah. She married Jerry, and he just moved in for a while because he didn't have a job either, but he finally got work in grocery stores.

LaBerge

And this is all the Depression, this time that you are growing up?

Kerley

Well, I came up in '20, so it is a little later, but I am taking you through the years I don't recall anyway. I remember not going to school, I remember going to school. I was raised as a Catholic, and went to Catholic schools.

LaBerge

So which ones did you go to?

Kerley

Saint Elizabeth.

LaBerge

Was this an Irish neighborhood or—?

Kerley

Irish, Italian, and Armenians. And, you know, it was all right for an Italian boy to marry an Irish girl, but not the other way around. Armenians lived across the street from me, and my grandmother told me that I could not go there to play because they were Armenian. Even though they were Catholics, it didn't make any difference.

LaBerge

Right. Isn't that something?

Kerley

So I used to go up one street down and go over the back fence. [laughter] She would keep an eagle eye, but we would hide.

LaBerge

You probably all went to school together, too.

Kerley

Oh sure.

LaBerge

So did you go to Saint Elizabeth's all the way through high school?

Kerley

No. We moved away from there down to 24th and Grove. Saint Francis de Sales was where I went. And that's where I became an altar boy. I was the young altar boy for the early Masses, with people going off to work, and young priests would be playing poker when I got there about four o'clock in the morning. They had me cut the cards to see which one was going to say the Mass. [laughter] If they hadn't had too much wine, they were okay. I would help them get dressed, and then I would get dressed.

Then they would give me instructions which were really short because I was to kneel on the altar behind them and I was to respond to their orations, and they always gave me somewhat the same instructions: "We are going to skip the first thirty-two pages." [laughter] I could see out the back of my head and the corner of my eye that people were getting ready to go to work, and if mass wasn't done in thirty minutes it was a problem for them because the trains—the Key Route system train, which ran to the ferries; used to go to San Francisco, and was very close on 22nd Street to Saint Francis de Sales. The rest of them were working in Oakland and had a little walk there from say 20th Street to 12th Street, 14th Street. They were very anxious to get out at a time certain, so mass had to start at a time certain. It was at four-thirty. As the priest disliked that substantially, it was moved to five o'clock.

I sang in the choir. The play yard was between brick buildings with a—you couldn't play anything—it was all macadam, but we learned to use tennis balls instead of baseballs.

The nuns were a big influence on me. They were marvelous. They were tough, and Sister Placidus was about as placid as a geranium. [laughter] She was something else. She used an eighteen-inch ruler with a metal edge on one side to whack you with, and the severity of the issue determined which side of the ruler came down on you.

LaBerge

On your hand or where—?

Kerley

For not doing the Palmer method.

LaBerge

Right. I haven't seen your handwriting, so I don't know if you still use the Palmer method.

Kerley

Well, no. As soon as Sister Placidus was gone—.

But she was also wonderful to me. She gave me affection, and in a large family I think everybody was—there was plenty there, but they weren't giving enough to one another. That's not a criticism, it's just a reality. She gave me the sense that I was worth something and that I could do things.

LaBerge

Do you remember what grade she taught you? Maybe you had her for several.

Kerley

Well, she was the head sister. So she was not—

LaBerge

The principal.

Kerley

Yes. Yes. She was not the classroom teacher. She would march through, and I mean march briskly with swirling dress—long dress, black and white like a cat and so forth—checking on what the younger nuns were doing as teachers. And there were some young priests, but nothing to match the interest and care of the nuns. That was a very important thing to me, and I think it gave me a notion that self-esteem doesn't naturally come to everybody. It becomes, it gets there because somebody gives it to you. I think I take that lesson today.

LaBerge

From what I have heard talking to Brad Barber and other people, you do the same thing. You give it to other people, or you have.

Kerley

I try.

LaBerge

Yes.

Kerley

You can only try, and you have a high degree of failure, but that's no reason to give up.

LaBerge

That's right. Did you have a feeling that Sister Placidus picked you out of the group in some ways?

Kerley

No more than—at those days we had a game where you got a baseball player on a card in a box of things called Z-nuts. We played the game of flipping the card along the ground and up the side of the church wall. If you got leaners, they were wonderful, and of course, we did all sorts of adaptations to the cards to make them flexible so they would curl up. She would watch the Z-nut contest [laughs] and would cheer for anybody who made a leaner, but there were other boys, young boys, in that class to which she gave the same thing, but not to everybody. And I think that taught me a lesson that when you are trying to do something, you can't get to everybody. You can be selective, it helps not to be, but don't try to do it to everybody, and that's what I think she was doing. There were two or three fellows who were my equal academically and athletically and intellectually, I think, and she was able to identify that. I thought that's what she was identifying so that gave me something to open my eyes about. Called growing up. [laughs]

LaBerge

Right. Did Jack and Noel go to the same school, and get the same kind of—

Kerley

Jack did—he had a speech impediment so my mother kept him home and then we went together, but he was two years older, almost two years older. So Jack was always there and I—he was in the shape with his speech that if he got excited, he couldn't say anything. What he said were sounds, but he couldn't say anything, so I was his defender, deflector, beater-upper on the kids who constantly—

LaBerge

Teased him.

Kerley

—belittled him, teased him. And Sister Placidus was death on that.

LaBerge

I bet she was.

Kerley

And she was there, so quite often I didn't need to do anything except get out of the way of Sister Placidus. I don't believe she ever hit anybody who was in the belittling phase, but she certainly let them know that it was not the behavior that was acceptable to her. She was a very important person.

LaBerge

How about academically and athletically? What did you like to study in school and what sports did you do?

Kerley

Where, in grammar school? I did all the sports you could do at Saint Francis de Sales, which wasn't much because we didn't have the money to spend on facilities.

In those days, I don't remember Saint Elizabeth's in that respect. I certainly do in Saint Francis de Sales, but it was extremely limited. There was no competition except intramural, with your compatriots. I don't remember anything stunningly interesting in those periods except I loved to read, and I did. I loved to memorize things, and I did.

LaBerge

Poetry or what kinds of things?

Kerley

Of great variety, and it will come out later when I tell you some more stories. For example, I could name every baseball player on every team in the Pacific Coast League, in the days when there were the Seals in San Francisco and the Missions in San Francisco. I knew their positions. I knew their batting average. I knew whether they threw right- or left-handed, and generally the

kind of aggressive runner or non-runner because of their size, or weight or clumsiness. So that was a hobby, kind of, that I started thinking about doing. That was fun.

Like I said, I was interested in the English language almost from day one, interested in learning how to punctuate; spelling was never a problem. There would be some errors, but they would be infrequent. But then if I made the error of—I wore out a lot of little dictionaries in my time, and I still do. I like explosive words, I like words that really describe situations, human and other.

LaBerge

Do you remember what kinds of things you read that you particularly—?

Kerley

I attempted every one of the books that the church and school had in the library, and they had the kinds of things that young kids were reading. There were serial books of I don't—

LaBerge

Tom Swift or—?

Kerley

Oh God, yes. [laughs] I don't remember the numbers and the names, but everything that I could gobble. Then I discovered the newspaper, because I started early as a newspaper vendor at 22nd and Grove at the Key Systems stop, and did that every morning before school.

LaBerge

So you were an altar boy before school, and you sold newspapers.

Kerley

I didn't get altar boy every day. There was a routine or roster. But I did sell papers every day after about, it has to be five, maybe six. There I am, the trains came every twenty minutes or so, and so there was all that time to read the newspaper that you were selling. And I read. I suppose 90 percent of it I didn't understand, but I was looking at how you put words together and how you get somebody to read something—the first line if you can. That was a game that I played. Then I tried memorizing those.

Of course, along there early on came the [University of California Golden] Bears. The Bear football team. I didn't have the same interest in any other sport except track, which I loved. And of course, I did the same thing with the Bears. I knew the names of all the positions and how much they weighed and so forth and so on. I would say somewhere around six or seven that was. And there wasn't a sports page because the Bears were the only game in town. [laughter] And St. Mary's and Santa Clara.

When it comes to reading, that was what I did, and I started reading about agriculture because I was impressed with the fact of how important agriculture was, and that became something I stayed very close with Knowles Ryerson at Berkeley. When Knowles set his own personal goal, never said a thing to anybody, but would sometimes talk to me about parts. He decided he wanted to make rice twice as available and twice as nutritious, and he did. So that was kind of an early thing, and that was fostered. I am moving on a little bit to Willard Junior High School

because when my mother got divorced she couldn't go to Catholic Church, and so we couldn't go. Sister Placidus fought like hell, but—

LaBerge

You couldn't stay at the school?

Kerley

Well, mostly it was my mother who didn't want us to do that because of how badly she was being treated. So, we went to other schools, a couple of intermediate schools in Berkeley, and frankly I don't remember who they were. But eventually I went to Willard, and there I—

LaBerge

Same place where it is right now?

Kerley

Yes. Frances Willard, and that's where I ran for student body president. There was no question in my mind that I was going to win. Then speeches came, and I gave my speech in the auditorium, about 90 percent of the kids not paying one bit of attention to what you are saying. [laughter] I was running against a young man that was Japanese, and I spoke first and then he spoke second, and he got the attention of the kids by being quiet. I tried to get their attention by talking louder.

LaBerge

Right. [laughter]

Kerley

That was a mistake that I never forgot. And, so he got up there and he said, "Look at me. I am a proud Japanese American. I probably can never be president of the United States, but I would like to be. But I can be president of Willard Junior High School."

LaBerge

And that's what happened.

Kerley

He won by a landslide. Anyway, we'll get back to the listening and being quiet later because it came to be handy along the way.

LaBerge

How about if we go back to the family, and what kind of atmosphere in the family. Do you remember your father, and did you see him as you were growing up?

Kerley

I have never seen my father.

LaBerge

Never.

Kerley

No.

LaBerge

Wow.

Kerley

No. They were divorced—they got married here, they went to Canton, Ohio, because he got a job in the steel mills, and my brother Jack was born in Canton, Ohio. Then my mother got pregnant with me, but in that period she left him, and she came home to Mammie and so we marched in as another one of the people who were going to join this clan.

LaBerge

Yes. So he stayed in Ohio?

Kerley

No, he came out here to California and he played non-professional—I can't think of the word right now—amateur baseball. He was called Rowdy Elliott, and I have a newspaper clipping somewhere that writes up his performance. He was a catcher on the baseball team, and they played in the Oaks baseball park. Semi-pros, that's the word. He worked for Joe—and his brother—Moore in Moore shipyards in Alameda. He tried very hard to get my mother to come back. While I say I never saw him, I did see him, but I didn't see him if you know what I mean.

He came to the door; we were living on Grove right around from 24th Street towards 23rd. He came up the steps apparently. He rang the bell. Mammie went to the door, and she went back and got my mother and was giving her plenty of instructions, what to do and what not to do. [laughter] I had no idea what the hell was going on. I had no idea who this was. So when my mother came to go to the door, I tagged along. The porch was dark, and there was a man there but my mother gave me one husky push to the rear, and that's—I know he was my father because she told me that was my father and that I was not to look at him or speak to him. That's the sum experience I had with my father.

LaBerge

So your name Kerley, was that your mother's maiden—no, it wasn't your mother's maiden name?

Kerley

No. Her maiden name was Coleman.

LaBerge

That's right.

Kerley

Gladys Mae Coleman.

LaBerge

So where did you get the name Kerley?

Kerley

She married again. She married a man named Gordon Earnest Kerley, a Canadian by birth of French extraction. His father was the superintendent of grounds and buildings of the great university in Quebec.

LaBerge

McGill?

Kerley

McGill. That family moved west to British Columbia, and then Gordon came down, my stepfather to be, came down and settled in Oakland. He was a salesman, sold to drugstores, and various products over time. He sold Roma wine for a hundred bucks a month, later, selling it to drugstores. Gordon Earnest Kerley was a nice man. He had a real serious problem. Any amount of added responsibility or discord or intrusions that were objectionable would put him into a nervous breakdown. He was such a good salesman that he was always being offered a promotion as sales manager, and he finally took one.

When they first got married, Gladys and Gordon, my mother and stepfather, lived by themselves and Jack and I stayed with Mammie. Ostensibly, that was because Mammie needed the money that they were paying to take care of me and Jack. I never believed that, but anyway, I thought they had good reason to want to be alone, and it didn't bother me. [laughter]

LaBerge

How old were you? Approximately.

Kerley

Okay, we were living in Alameda then, or just before that we moved to Alameda. Ten.

LaBerge

That was pretty perceptive for a ten-year-old to think they needed to be alone or together.

Kerley

No, I think it was because my mother kept stressing that the reason we were staying with Mammie was to give Mammie some money.

LaBerge

She stressed it so much—

Kerley

She stressed it so much that I began to think, "I've heard that." [laughter] And maybe I don't believe it, but that was all right.

Mammie was a tough old bird—she was a good disciplinarian. When she gave you love, she gave you a load. When she beat up on you, she beat up on you badly, intellectually, mentally. Without Mammie, my mother was lost. After her divorce, she was off with boyfriends, she was off making money. She was a very good saleslady.

LaBerge

Where did she work?

Kerley

She worked at Capwell's. She worked at Swan's, what was it—something.

LaBerge

Swan's, yes.

Kerley

She was the “Elmo” girl in every place she went. She was moved there by Elmo toiletries, and they had this—it's like Clinique is now, big deal, and she had to dress fancily, and she made pretty good money. Mostly at Capwell's and—see, what was the other one, oh, Magnin's. Magnin's came along there on Broadway in Oakland, and they moved the Elmo—they kept the Elmo place in Capwell because that was a money making store, and she moved into Magnin's, and when they closed the Magnin's then she went back to Capwell's. But I used to see her, most every day, because I would go down there to get my newspapers. The times I was selling papers, they didn't run trucks around to dump them on the corner. You got on your bike or you walked down to the Tribune building, and you got them off the back of the dock. So I would go down there, and I would bring her things, but she was a young lady and I am looking back on that—I didn't see her in any different light.

She was a very, very good mother, and she was up until the day she died. A lovely gal—marvelous Irish voice, and spent all of her time singing in choirs. When Gordon was off selling wine or whatever down in Las Vegas, who had to take her to and from her singing because she was not a driver. She never learned to drive a car. My brother and I alternated as taker-downer and picker-upper. She was a very special gal, and Gordon, Gordon got promoted. He was in a heck of a good job. He was the Western region sales manager for Parker pen. It got to him, as it was almost by that time predictable to me that he shouldn't take that job, but he—you know with men's pride involved in the whole—I could see the dynamic even when I was ten and fifteen years old. In the mean time I go to high school—

LaBerge

Where was that?

Kerley

Huntington Park High School. We moved from the Bay Area down there for the Roma wine job.

LaBerge

Okay, so you moved down with them by this time?

Kerley

Yes, we had moved in with them in Alameda, but that ended because of—let's see, what was I talking about?—talking about him.

LaBerge

In the Parker pen.

Kerley

Yes. We moved to Alameda, and we were living on the top floor of an apartment on Lincoln Avenue, and I got very interested in model airplanes. I used to build them, and I used to fly them off of the roof of this apartment which is still there, six stories. We were in the back left. Beyond us there was what used to be the Naval Air Station, was the East Bay Air Drome, which was a functioning airport. But it was surrounded by a crop—Japanese garden crop. All vegetables and things were grown down there. I would launch my airplanes with a propeller with a rubber thing, and the Japanese farmers would catch them for me, and put them [down] safely and wave to me. They would take off their cap that they wore on the fields, and so I got to just love those people, they were just so kind to me. And I just tried to be very kind to them because it was just—they didn't have to do that.

LaBerge

Exactly, and you knew that—they could have told your mother—

Kerley

That I was bothering them. There weren't that many times because you couldn't make—probably did that maybe one hundred times. It was a thing in my mind that I carried into World War II, and the way that they were treated, because it was wrong.

At any rate, there we are in Alameda, and he is doing his Parker pen thing, and he drives a new car. It was a Graham Page, and that had to be 1932 or '33. The first floor of this apartment was a garage, and I became a roller skater. All cars were gone during the daytime so you could just go in there and I would fantasize doing Sonja Heine type stuff, and doing all sorts of fancy dances on my roller skates in the garage. And here was sitting, for some few days, this new Graham Page.

So I decided to polish it, and of course, it had just been polished. It didn't need it, but anyway I did. That night when he came home, he didn't go in the garage and I was upstairs—my brother and I had a back bedroom. He came in and the doorbell rang, and he yelled and asked me if I would go to the door. I went down to the door and opened the door and here is the Western Union boy, who hands me this and my step-dad gave me a quarter, I think, or a dime for tip. I handed it to him—because it was addressed to him, and what it was, was the news that he was just fired. No phone calls, no nothing. They fired all the sales floor for Parker pen. So he was out of a job, but it wasn't to be immediate because he had to go finish up some stuff. He went to Seattle—we're getting on now into where I am graduating from high school, we'll go back and talk a little bit about high school. Anyway, he got to Seattle and he had a nervous breakdown. I had to go get on a train and go up and bring him home and—

LaBerge

Did you go by yourself on the train?

Kerley

Yeah. Well, my mother had Jack, and by that time she had Gordon, young Gordon by Senior Gordon. That was okay because when I had been a ball boy for the Oakland Oaks at one point along the way, every once in a while the ball boy and bat boy—one, not both—would go with the team. And I rode on the train to Portland once. There and back.

LaBerge

So you had the experience?

Kerley

Big deal. [laughter] Yeah.

LaBerge

We want to go back and make sure we have gotten all of the jobs you've had, too.

Kerley

Oh, sure.

LaBerge

So you went up to Seattle and brought him back?

Kerley

Somewhere along there I went to high school at Huntington Park High School in southern California.

LaBerge

You moved down there for him to work where?

Kerley

With the Roma wine company. High school was a wonderful experience for me. I learned things about myself that was a good thing I learned. [laughs] Well, I knew I could do things that some people couldn't do, but I didn't see myself as any hero or genius. I played football, and I loved it. I was the quarterback on the team. We beat Manual Arts for the city of Los Angeles championships 7-6. I played against Doyle Nave, all-American, who went from Manual Arts to USC as an international/national hero. I was offered a scholarship to go to USC on football, but not on my merit. They wanted Ralph Heywood who was the end to whom I threw the ball, and was a marvelous punter. A big, long-legged, strong kid. He said he wouldn't go unless I went with him.

At the same time, a young man in my high school class by the name of Bernard "Bing" Bingham got a scholarship to Occidental. I really didn't know much about scholarships. Two things happened, both in the same week. I was working at night time for the city engineer, of the city of Huntington Park, doing what was called tracing. Before Xerox and the blueprint machines, there were tracers. The way that engineering companies and firms and city engineers got copies of the drawings was to put a piece of see-through paper, and then you just simply drew the lines. I did that for sixty-two and a half cents an hour, from about seven o'clock in the evening until I had to go home and go to bed. That was a time—and then at the same time I applied to Occidental.

LaBerge

Just because you had heard about it from a friend?

Kerley

Yes. Well, the city engineer recommended me to the Citadel in North Carolina, which was a military academy. I thought about it, and I decided to take that, but I hadn't gotten anything from

Occidental. The day that I told the city engineer that I would go to the Citadel, and thanked him for his recommendation and so forth, and he did a lot more. He got me information, and he filled me with good thoughts. He had gone there.

LaBerge

And was that to be a scholarship?

Kerley

Yes. One hundred percent, and that included living. At any rate, after I had told him that would accept—I got a letter in the mail from Occidental inviting me to come on a tuition scholarship, but I had to take what they called a workshop. I decided I wasn't going to go to USC for football because I would have gone if it seemed that I could do something, but I really wasn't prepared to or did not want to do that. So I took the Occidental, and you start the workshop ahead of time. I was working in downtown Los Angeles at McKesson Robbin's as a stock boy. I had to resign that job—well, I had two jobs. I was working at night at the American Can Company in Vernon, and I was working down at Second and Los Angeles Street at McKesson and Robbin's for about three hours a day. I had a little money coming in.

Let's see, I want to make sure that we understand. I am getting a little confused here. Okay. Occidental. I go out to Occidental. I move mattresses and beds into the dormitory. I get a call—I am staying out there at night time in the dormitory without sheets or anything. My mother called, and my stepfather had another nervous breakdown.

LaBerge

And where was he?

Kerley

He was in Palm Springs. And so I had to turn down the Occidental thing. I already turned down the USC thing, I had turned down the Citadel thing, and here I was, but he needed help.

LaBerge

So what did that entail for you?

Kerley

It entailed the loss of going to Occidental, which was something I was—and I was already there working and I was becoming more involved.

LaBerge

So it meant getting a full-time job to support the family?

Kerley

It did, it did.

LaBerge

Other things—did you have to take care of him too in some way?

Kerley

He was in a place in Compton a good part of the time, and it was part of the—it wasn't expensive to us because it was a county facility. He was getting these shock—electric shock treatments. And I wanted to know what one of those was. I finally bamboozled my way into being a witness for part of one, but they wouldn't let me stay the whole time. Because they give you increasing shocks and the reaction increases, and the animation, exclamation, and vibration.

So, we had to go to work, and I worked day and night because I got a job down the street from my home at an ambulance company. I became the car cleaner. We also leased hearses. My main job was to put something up my nose and something in my ears, and go in and vacuum the pollen out of the hearses [laughter] and the flowers of the day, with a damn worn-out vacuum cleaner that wasn't worth a darn. Then I had to wash all of the sheets that had blood on them from the ambulances. Then I became an ambulance driver attendant. There were no requirements, but I went down to the YMCA and took a First Aid course that the Red Cross gave because I couldn't imagine being in a situation where I would have to try and help someone and not know what the hell to do. You don't learn much at the Red Cross, but you do learn how to stop bleeding, and effectively. [laughter] So that was a new skill.

So I had that job at night, and then in the daytime—and I slept down there at the ambulance company. Daryl Bybee and his wife were Mormons, and she was very frugal and they were very faithful to their tithe of 10 percent. Daryl owned this company and, you know, we were getting five dollars a call—for an ambulance to pick up people at the hospital or the street. I got for a call, every call, didn't get paid by the hour. Some nights you get no calls, some nights you got eight. I would get one dollar for—seventy-five cents for an ambulance call. We also picked up dead people at their homes, and took them, as a service, to the mortuary. We called them a “call,” and that got a dollar for every one of those. I learned how to drive big cars, and I learned how to take the wheels off a Cunningham car, and believe me—

LaBerge

What's a Cunningham car?

Kerley

A Cunningham car had just been reinvented. It's an old car that was in the Rolls Royce category, and they were as available as drugs on the market in those days—there was a war time. [laughs] So they were a good thing for hauling dead bodies in. They were also called the “family car,” which meant the casket goes in the hearse, the family goes in the “family car.” Anyway, that's just a little sidelight into the great Cunningham car, which was marvelous. But the guy who figured out how to put the wheels on and take them off worked overtime. [laughs] Unnecessarily.

LaBerge

All this time, what I am gathering is, you were really the responsible man in the family for a long time. From the time you were very young in some—I mean your mother looked to you—

Kerley

Yeah, she did. But she was a pretty strong gal herself. She didn't have the experience—she was a good saleslady.

LaBerge

But she didn't have the worldly experience or couldn't drive.

Kerley

Well, neither did I. So Jack was a wonderful member of the family, but he had his limitations, and they were substantially mental and some physical. He was faithful. He took care of her. When I had to be making money, he did cut lawns, and he did it all day everyday, just so we had some cash flow there. So it was an early beginning. That's why I say my childhood ended somewhere around five. I began to realize the interplay between humans, and how they are affected by good things and bad things. I don't look back at it as something that I am very happy about, but I am certainly not unhappy. I make a great distinction between accepting things and not accepting things. Jack was very good.

Something happened to Jack, he got married. He got married late, and the woman he married was very obsessive. He would acquiesce to anybody who pushed him around or—I won't go into all of that. His wife was a pain in the butt, and to show what she did to him, I can only give you one example that would be worth mentioning. He did not come to his mother's funeral. I have been on his case—I can't dislike my brother, I love him. But I am ashamed that he did that, and I am sorry for him that he let her do that. He was interesting in the ways that I have told you. On the other hand, he was shrewd. He was smart, and so was she. But my brother started just buying lots on American Can Company and then building two-story apartment houses.

LaBerge

Is this in southern California?

Kerley

Southern California. All over L.A. I gave up counting, but he had around 600 units, apartments—not projects, but individual apartments. Most of them were paid off—the cash flow was terrific. They traveled and had a good time, and he invested his money, not as prudently as I think he could, but she was in control of that and she was uninformed. All that money that they made, he made his first, she helped him. None of it came to my mother. I took care of my mother. Nor send her a note or call on her birthday. That woman was poison. So he has a bunch of money, he is still alive. He has given it all to the Catholic Church. Changed his name back from Kerley to Elliott, and went back to the church. I have no idea how much money it is. It's a lot because the property—we are talking about buying property now in the late thirties. But I will never forgive him for not coming to his mother's funeral. He knows that, I know that, and we don't need to talk about it any more.

LaBerge

And what about Gordon?

Kerley

Young Gordon. Gordon was an absolute delight of my life. He was my young brother, and he was a good kid. He was intelligent, he loved girls, and he loved his kids, he loved his wife, but here is another Miss Poison. So they got divorced and then Gordon got cancer and died, and in the meantime Gordon built a business called the Gordon Kerley Company in southern California. He had seven trucks, pickup trucks, carrying machine tools and equipment for individual

machines. It went from machine shop to machine shop, and he had six drivers and then he took one. He made a good deal of money, but then he got the cancer and died. I took over the company to try and maximize the value of the company and to sell it—

LaBerge

For his children?

Kerley

For the benefit of the kids. He had three children, and they are still alive. It turned out that Chris wanted the business. Chris ran it—I watched it like a hawk, but I had an international consulting business of my own, so I had somebody who could really run the day-to-day stuff, and Chris did a good job. He learned a lot, and I taught him a lot. He taught me a lot. He still owns the business. His brother, Chris's brother, is a drug addict. Chris's sister is the mother of three kids. She married a guy named Riddle who was trying to become a major league ballplayer, and he never made it, but he traveled around and she went with him. We love one another.

LaBerge

Let's go back to high school, and what influences you had there. When you mentioned you learned a lot about yourself, what did you learn?

Kerley

Well, you get clues along the way. That's what I call them. Somebody's trying to tell me something, and the somebody who is trying to tell me something is me. That's my definition.

LaBerge

But some people get clues, but they don't see them. So you obviously were aware, and open to that.

Kerley

Things happen. I'll give you one kind of a bright example that is always in my mind, when I get murking around in the dark like this. I took—I loved French, I loved languages. I read German, or started to read German in high school, but I had too many things going on. I had jobs—

LaBerge

Were you taking German in school?

Kerley

No, I was taking French.

LaBerge

But you learned German on your own?

Kerley

I started it. I never learned enough to tell you that—I wouldn't say that. Anyway, I took a vocabulary test in the French class. A couple of weeks later—it was a big long thing that went on for an hour, hour and a half. A lot of them were true/false, but most of them were to define words, and so I was number one. I never even thought I knew enough French to leave town,

but—and my French teacher was a nice man. He was very, very impressed because the gap between me and the next one was way down there.

That was a clue along the way, and of course you get others. They are mostly on personal matters, or experiences that are personal. But, when I entered the army after going to high school and working, and helping Gordon get back on his feet, I took the army general classification test. I had asked to be in the air force, but the air corps wasn't—it was still part of the army in those days. I couldn't do that because they found me on the Ishihara Test to be color blind.

Kerley

I was impressed with that, considering the run of the mill army folks, at least I thought that I belonged in the upper half. But those are a couple of clues about capacities. They don't mean anything. Those capacities don't mean anything if you can't live it out.

LaBerge

The languages, you must have known Latin if you were an altar boy, or at least memorized Latin.

Kerley

You just take that by rote. I wouldn't say that I learned it. I was able to pronounce the words properly. I thought I knew what some of them meant, and I frankly didn't give a damn.

LaBerge

What else in high school? Any influential teachers?

Kerley

I ran for president of the student body.

LaBerge

Did you win this time?

Kerley

No. [laughter]

LaBerge

Was that another clue?

Kerley

Yeah. I didn't put my—I didn't realize what it took. I was defeated by Earl Bolton, who became a vice president of the University of California. Earl was in my class in high school at Huntington Park High School. He was a debater. He was handsome. He was glib. I must say that even then I found him shallow.

LaBerge

But in high school kids don't see that. I mean, the group doesn't see it.

Kerley

Well, I guess what bothered me about a lot of people, I put them in the shallow category, is that they didn't react to you as a human being. They were so busy reacting to themselves, and

managing their behavior in a way that is them. He went on to USC. That was a thought when I had the chance to go to USC to play football—I'll show Earl Bolton, by God. He went to USC and became a first class debater, and won all sorts of national recognition. He had some very wonderful traits and attitudes. So you couldn't dislike him, and I didn't. It's just a matter of a little bit of lack of respect. Someone who is not dealing with me as a human being, I am careful, and I am rueful. I am sorry for them because the greatest thing in living is what I call a "gas between two people." To understand the gas that is being emitted by that person, a gas that you're inhaling and emitting and expelling. [using hand motions] I think that Earl missed that fun part of life, and it has made me—I really appreciate using him as an example because it made me try never to be that way.

LaBerge

Oh, I doubt it.

Kerley

You don't shoot for a hundred percent. So I lost the race to Bolton.

Teachers—boy, powerful effect: Revera Boyd McCord. She taught civics. When I had given a speech in the auditorium for the presidency, which I again lost, in class, Revera Boyd said, "Sincerity was there, substance was absent." [laughter] Now wouldn't you remember that forever?

LaBerge

I guess you obviously remembered it.

Kerley

She was—I loved civics. I had broken my arm, and I couldn't do my typing, except with one hand. I was in a typing class so I got to do other things. Hiram Westover. Mr. Westover was the dean of men—chubby, round, pink, bald. [laughter] But a wonderful man at his job. He put out a lot of affection to all of the kids. Yeah, I broke my wrist playing football. Pep Johnson, my coach, first came to see me in the hospital. They had me in Children's Hospital, and Mr. Westover came. I was there for three days, and he came three or four times and took me home. He was a good man. Mrs. Mansur, her style as a person was just beautiful, always immaculately groomed, and she exuded respect and happiness at the same time. She taught math. She taught me more math in the time that I was with her than I did in my entire life. She was just wonderful, wonderful. Those two were very important. My high school football coach, Pep Johnson, again short, hairy, burly, loving, tough, and stimulating. Terrific guy.

There were things in high school that I would like, some things about them. For example, we had—Mr. Westover formed a group to help him with disciplinary problems. He went for muscle, he went for intellect, and we had a group we called The Spartans. [laughter] I had objection to it, until Mr. Westover, after I had agreed to it because it sounded like a noble thing to do. I didn't like one rule, and that was a secret society, and that no one was to tell anyone else who was in the society. And he would tell everybody in the world what the society was for, and we were asked to discuss that. The part that I disliked the most is that I am opposed to such organizations. I don't think that they are beneficial. I think that they are self-dealing, they are self-killing. Anyway, that was my big—Mr. Westover, when I graduated said, "I think you are right."

LaBerge

Did you remain a part of it, or didn't you?

Kerley

No, I quit. I didn't campaign against them, or try and—but I just—

LaBerge

You didn't want to be a part of it.

Kerley

I didn't, and I felt the same way about the organization that the university had.

LaBerge

They have it in senior men's hall or something?

Kerley

And that's supposed to be a—so they wanted me to—when I was a transfer, business manager—and so forth to be there. I said that I would come to make presentations. I would not be a member, and I would not be a member because I didn't believe—I thought that the group would be far more effective if it were simply open. So I didn't want to play that game, and that ain't going to change. I am not going to change my view on that subject no matter what my age.

Graduation day, in high school, was a very emotional day for me because I am a pretty emotional guy. I didn't give a speech. I had to sit up on the dais as a best student—

LaBerge

Valedictorian?

Kerley

No, I was not because there was a girl and a fellow. I was the fellow and there was a girl, and only one could speak.

LaBerge

So she spoke?

Kerley

I insisted that she spoke! [laughter] Her name was Nancy Weiman. Her father had the department store in town, and she was a great gal. Weiman's—my mother bought underwear there.

LaBerge

So you always excelled academically?

Kerley

I didn't graduate from Berkeley Phi Beta Kappa. I am sorry I didn't. I wanted to, but I never wanted that more than doing—

LaBerge

Some other things.

Kerley

Yes. What happened was that my first daughter—well, I graduated with honors. My first daughter got meningitis when she was very small.

LaBerge

I remember you telling me that beforehand.

Kerley

So I had to lay out. I was taking a pretty heavy combination of pre-med and business school, so I had to lay out for six months. I got bad grades because of withdrawals, and so forth and so on. Arleigh Williams, who was then dean of men, helped me out substantially because I took the position that I thought the academic people were a little unfair on not a seventeen-year-old kid, but a twenty-seven-year-old freshman or sophomore. When you have a reason to take a course, you should be able to withdraw with no penalties, direct or indirect. Arleigh got some of them, but the dean of men never should and never will have the right to tell a professor what the hell to do. I never complained about it. I think I would have made Phi Beta Kappa easily, but then I had two jobs while I was going to med school. I worked at night in a drugstore, and I worked up on the hill in the veterinary science with my cows and my heifers.

LaBerge

We are going to go to that later. Let's make sure we—

Kerley

Finish high school?

LaBerge

Well, and other things in your life. Did you have extracurriculars besides football in high school that were important and/or tell me about the social life? We haven't talked anything about friends and social activities.

Kerley

I had wonderful friends.

LaBerge

I bet you did. I bet you have a lot.

Kerley

On the sad side was Nicky Bruno, and he was a close walk-around-between-class friend, and I got to know Nick and his family. Nicky died swimming in Escondido, and his body was never found. That was a real blow. I had Harvey Patterson who was my over-backyard-fence buddy, and we were the same age, and went the same time. Co-owners of a Model T Ford, which—

LaBerge

You two were? You and Harvey?

Kerley

We bought from the mailman for five dollars. So it was \$2.50 apiece. [laughter] I enjoyed chorus. I enjoyed the dances. I think I did all the things that young high school people did. We didn't drink beer or we didn't smoke. That came later. [laughter] Harvey was a lot. Harvey is now dead, he died of cancer. I'll just tell you one story about how Harvey and I did it. After we graduated—[tape interruption]

LaBerge

So we were talking about high school and Harvey.

Kerley

Yes. The kind of relationships you build in high school last forever. We go fight the war, and we come back and Harvey has to start over. I have to start over. He was driving a Scudder's potato chip truck, delivering to markets, and feeling very underused and worthless, low feeling of self-esteem at the time—never did have a lot. He called me up one day and he said, "Bob, I am on the corner of such-and-such. Come and get me please." I said, "Well, is your truck there?" He says, "Yeah. I parked it, and it's just going to stay here." [laughter] So I went out there, picked up Harv and he hadn't called Scudder's. I made him get out of the car at a drugstore, go in, and make a phone call, and resign and tell them where their damn truck was. [laughter] That kind of renewed the kinship which we held together pretty well for many years. There was a great deal of love. He had a wonderful wife. He met her at the naval station, in Chicago. The pier—Navy Pier, during a war. She was a jewel. She's still alive.

But from that time when I picked him up, Harvey went home and he thought a long time. He fussed around his yard, cutting the grass when it wasn't needed. So, one day he—when I came home from work, my dog was there and Harvey was there. He said, "I've decided what I am going to do. Now I need some help." He had gone out into Downey, east of Huntington Park, and he had talked the big supermarket there into leasing him the lean-to they had at the back of a building for then empty Coca-Cola bottles. Harvey went out there, and rebuilt that lean-to into a nice little bicycle shop. He loved mechanic—doing things mechanically. Obviously, it was a huge success. He had three sons. They each run one still. They sold off one. She went into a tourist stop business in Arizona, and sells Indian trinkets, by the goblets. [laughter] So, Harvey was a roaring success in his life. He went into the real estate business, started building apartments out down in Norwalk, and did very, very fine for himself. It was always wonderful to me to see how he had come to view himself. That was very rewarding.

LaBerge

Now, let's go back to your family a little bit. What was all happening now with Mammie, and that extended family when you were in L.A.? How often did you see each other, and—

Kerley

It kind of broke up for two reasons. One, people got jobs—got married and didn't need the clan organization to survive. Eileen was always a problem. Eileen, my aunt, my mother's sister, was a chocolate dipper at—

LaBerge

See's?

Kerley

See's. And, she never made much of a living, and I don't know if you know of it yet, they were in kind of a cool room. She was constantly with some kind of cold or coughing a lot and so forth. She married a man named Styles and they had Raymond. I told you about Raymond. Mammie's group, then, was down to Mammie, Eileen and Raymond because Nelson Styles had taken off for the woods. I learned a lot from Nelson, but that's another story. That's what happened to the clan. Marion and Dave got married, my mother got married, Jack and Mildred got married, and—so we used to get together, but we didn't live together. Everybody had had enough of that.

LaBerge

What about the religious influence in your life? Did that continue or—

Kerley

No, I think it was negative. My real problem with that is part of a bigger problem because my real problem with religion is when I study the history of man, most of the bad things that have been done, have been done in the name of religion.

LaBerge

As in right now.

Kerley

Yeah. Today it's just a renewal of that whole trend. I had a hard time, intellectually as an altar boy, seeing the value that other people saw in going to church, and having someone—as far as I was concerned, on their roads and no knowledge. [laughs] Everything had already been decided. So there was nothing new that had happened in that person's brain up there every Sunday, telling you what he or she thought about something. My usual or internal reaction even when I was very small was, "So what?"

It was not moving away from any religious involvement, which was true religion in the sense of practice sect type. I adopted what I think is a religion of the soul, a religion of the heart, which is solely mine. I can do anything I want with it, so long as I don't hurt or bother anybody else. So giving up the Catholic religion, the way it remains in my mind is one of disgust, failure even today to recognize the problems of the church, the opposition to divorce, the castigation that came from that, all seem to be unnecessary and unwanted and unexplainable. I could not rationalize it.

Then I met a Doris Traines Stuart, who was the mother of my first real love, Tiny Stuart. She was a teacher in the L.A. schools, who taught and assisted in teaching in black schools, and did all of her life. She was University of Kansas State graduate. Her husband was a farm implements salesman, and she lived in Huntington Park. Tiny and I met in high school.

LaBerge

Tiny is a woman?

Kerley

Yes.

LaBerge

When you said “love of my life,” I wasn’t sure—

Kerley

Fair question.

LaBerge

I didn’t mean that either. [laughter]

Kerley

No. I think it’s wonderful. Anyway, Tiny was no boy. She was—

LaBerge

So she was the love of your life in high school?

Kerley

And after, before I went off to war. You’ll see how the USC gets woven into my hatred. She married—not me—Tom who was a great All-American basketball player at USC. When I was courting her, he got, from USC, a yellow Buick convertible. Tiny had a sister named Helen, and Helen and I were great friends. The other sister was older, and she and I became great friends and Doris did. We went to church together, so we are back to the religion. They entered me in Unity. Christ Church Unity because there are a lot of churches called Unity, and they all have sprinklings of differences and likenesses. I was impressed with the idea, the fundamental idea, and it met some of the things that I thought were important and showed me some things that I didn’t know were important.

I think kindness is an underlying thing, understanding help, not dogma, not rules—marvelous use of language in the presentation of religion, both orally and in writing. I was impressed, and I still don’t do anything with it. But I think I came fitted with what they were already espousing. Just at least it awakened me to realize that. I am not sure about that. So, yeah, that’s religion. I am really sorry that the masses of the world have died because of religion. It is really not the religion itself, it’s the people acting out what they think the religion is, and taking personal stances that are unwarranted and unneeded.

LaBerge

I’m wondering if—

Kerley

Doris—I want to finish with her—school teacher. Wonderful adopted mother. Raised questions in my mind about the difference in whether mother’s capacities to love, and you know, which way some do it, some do another, made me understand my mother better. But she had the capacity that my mother didn’t have. She was verbal, quiet, liked to just sit out in the garden and talk to me. Then when she got cancer, and she was in bed, she had colon cancer. Louise Eckertt was the elder daughter. John was an M.D., and when I was in high school, and after high school, John was an intern at the Children’s Hospital in L.A. making, as I remember, \$21 a month. Louise was going to USC, and became a school teacher, like her mother, and a different personality: strong, brittle, hard, not exactly feminine. Tiny was just the opposite. Helen was

about halfway in between, but Mrs. Stuart was—she still, as far as I'm concerned, pretty close to being the most perfect person ever.

Interview 2: May 23, 2002**Kerley**

I worked at the American Can Company with lithographs. There was a machine that also coated the exterior of the can, and it was called a three-color-press. It could do three colors at once. The job reminded me of—oh my gosh, the comedian a long time ago, Charlie Chaplin—because I had to go push that—[motioning] we have all seen that movie where Charlie Chaplin was doing something like that. Anyway, that was the Great American Can Company. That went on, the strike was settled, and we were no longer needed, so I went to work for—my stepfather helped me get a job at McKesson-Robins at Second and Los Angeles Street in L.A. There is where I became a stock boy, who got bored to tears, and so I just memorized everything just to keep from going bananas. That memorization gave me an opportunity when people knew that I knew things. They put me in a desk, not an office desk, but a slanted—looked like an architect's desk or table. There were speakers around me and a microphone in front of me. People would call from all over the—we had three buildings on one block and two buildings on an adjacent block. We were all connected with sound. So they would ask me, “Where is Bayer Aspirin five grain 250 per bottle? And how much is it?” I don't want to give the impression that I remembered all of that data, but I did test myself to try and figure out how much I knew and how much I didn't know because that meant there was more to learn. I think I was around 80 percent. If they wanted a Kotex of a certain size, or if they wanted some kind of booze out in the liquor warehouse, I would tell them, it's on aisle so-and-so on a shelf near the window, etc. I was control officer. I remember that because later in the army, I got the same title for a different reason. That was the nature of that job, and then I took care of the narcotics, which was a very important thing.

LaBerge

Also at McKesson—

Kerley

Yeah, right. They moved the narcotics locker next to where I had the microphone and my seat, and the loudspeaker and was getting calls. That was a side job. Somebody needed something out of the narcotic locker, they had to get it from me.

LaBerge

That was quite a responsibility for someone so young.

Kerley

I was nineteen, eighteen. It was all prescribed and proscribed with triple forms—narcotics agency forms, so it was—it didn't take a genius to figure out what you had to do if you knew how to write and read. That job went on, and I stayed after the strike a little bit, but the union person in the shop was bent on getting rid of all of the people who worked during the strike, and I understood that. So, it was goodbye McKesson. What I did was I went out of the warehouse and I went into the office at McKesson and worked on an experimental project of utilizing punch cards in the operation. So that when some clerk up in the warehouse picked an item off the shelf they took a punch card, put the item and the card in a basket which ran down a line, and when it got to the end of the line all of the cards were used to print out the invoice. The card contained embedded information on how much the price was and so forth and so on. That was a brand new world.

LaBerge

Sort of like an early computer?

Kerley

The punch card system was not a computer. It was a card into which holes were punched, and then it went through a reading machine which told the typewriter what the hole said. Then, the typewriter would print out the invoice. That was a very intriguing thing. I didn't do this by myself, but I was one of four people who asked to help set it up. A man named Becker, who was my boss, had designed it and thought it through, but he needed execution, and it was fun. One of the wonderful parts about it was that we were going to install it in just one area in L.A., but they were building a new warehouse in Sacramento, and they were going to put the whole—the whole warehouse was going to be under this system. I got to go to Sacramento and help fool around with that. That was fun. From that role, I went into the army.

LaBerge

So tell me what you remember about Pearl Harbor day [1941].

Kerley

I think it is a wonderful place to start because that's—in my life—that's when the war started for me. I was one of those kids who sat in our breakfast nook with a long-wave radio, hearing Adolf Hitler and Mussolini and hearing the sounds of marching Nazis, the sounds of what was going on there. The British faltering all over the leadership, faltering all over, so I understood pretty much what was going on. I was surprised that Japan—I had no indication from my own experience that Japan was even in the game until Pearl Harbor. In that pre-Pearl Harbor period, just before Pearl Harbor, my stepfather who was a very interesting man, and I have mentioned him along the way here—he had a thing about having soldiers and sailors into the house for Sunday dinner. I had a thing about going to the desert with my dogs from McKesson-Robbins on Friday afternoon when the week was over. I had my car fixed up so I could sleep in the trunk and my dogs could sleep with me and so forth.

LaBerge

How many dogs?

Kerley

Two. Out in the desert, near Lancaster, the New Zealanders, Australians, and British, young folks, young men, were being trained as pilots. They were always hitch-hiking along the road when I went home. I would pick them up and take them. They were all going to L.A. to have a good time. So here we are, I had met a couple of guys, young men from Canada, and in the previous time they had ridden home or into town with me from the desert. I made a date with them because they would come in the next time I was out there. I went out there, went by the camps, told them where I was there, told them I would be at the time to go home, and they were there. We got in the car. We had a kind of radio, and we heard about Pearl Harbor. Driving down the road from Lancaster, California, to get on Highway 99, which was now Highway 5, but the 99—I guess the 5 replaced it.

It was flabbergasting. I pulled over to the side of the road so that we could listen as attentively as possible, and they were hilarious. They were tickled to death because we, the United States,

would now be in the game. It was very interesting. I was shocked, but it sounded real so there was no sense of trying to disbelieve it, to deny it. There was an interesting chemistry that went on—the three of us leaning against the car on the side of the road, listening to the radio through the window. It was a shocking, terrific day. They came back home, and this kind of feeling and expression in the beginning of the realization of what was going on, and that the possibility of involvement was not impossible. So we had a marvelous, but kind of—I don't quite know enough English to describe the feelings that—mixed is probably as good a word as any. They were glad we were going to help them. They were sorry about Japan, or frightened, but they were unaware about Japan's capacity as well. So, it was a very mixed thing.

So that was Pearl Harbor day, and all the rest of it was a long time blur really.

LaBerge

When did you sign up, and where did you go?

Kerley

I tried to get in the air force, I went and applied. Not the day after Pearl Harbor, I think it was about a week.

LaBerge

How old were you?

Kerley

That was in 1941. I was twenty-one years old. Not yet, I wasn't twenty-one. I would have been twenty-one shortly.

I took all of the tests, written, oral, health. I got to the eye tests. I passed the visual part, but the color blind test called the Ishihara test, I failed. And the air force—the air corps as it was called and was still part of the army, not a separate branch—said, “No,” but I could come and train to be a bombardier. I attacked the logic why people with color—what they called red-green color blindness—could not fly because I was convinced, and am today, that I know red and I know green. I know that before I had my eyes fixed recently, there was an effect of browning, but color was never a problem to me. But at any rate, the answer was no. I waited, the paperwork would come to become or apply for a bombardier position. Gunner or bombardier or gunner-bombardier both, it depends on the plane. It didn't come, and I really didn't know where to go.

By that time there were recruiting stations being set up. I went down there and what the young sergeant, in the Marine Corps, suggested was to just go ahead and sign up in the army, and then apply because, at that time, the air corps was a part of the army. I did that. I went to Fort MacArthur in San Pedro, took more tests. Got issued my underwear, stocking and pants, and nothing fit and nothing matched. It was a wonderful mixture of World War I stuff and more recent stuff. We all looked like clowns, but it didn't matter. That got me into the army

After getting out of Fort MacArthur, I went to Camp Roberts, in Paso Robles. There I took basic training as a private. Then, because I had scored rather high on the army entrance test, they called it the Army General Classification Test (AGCT), they asked me to take some more tests. They were administered in the captain's office in the unit that I belonged to. I did that, and

almost immediately, like a couple of weeks, they asked me to go to Fort Sill, Oklahoma, to become a second lieutenant. Well of course, I did.

LaBerge

And what would you be doing?

Kerley

Well, I would become what was called a “ninety-day wonder” in the field artillery. I already had basic training so I had hand weapons training and so forth and so on. Physical conditioning, I have never been in better physical condition in my life, and so I went to Fort Sill, Oklahoma, and got into the officer candidate school in the class of 38. That doesn’t mean the year, that means the 38th class that had been started. Most everybody was new. Fort Sill, Oklahoma, there is nothing close of everything—

LaBerge

That’s all there is.

Kerley

And there ain’t no more. [laughter]

LaBerge

Tell me, had you ever been out of California before?

Kerley

Yes, Oregon. Oh yeah, and Nevada and Arizona—

LaBerge

But not across the country?

Kerley

Oh no.

LaBerge

Then how did you get there?

Kerley

The army sent me on a train.

LaBerge

A train. An army train?

Kerley

It was an army train. I went through the officer candidate school. I had a great time; it was stimulating. I was learning x-y-z type of—

LaBerge

So you were in classroom situations, plus—

Kerley

Classroom, plus physical conditioning, plus learning how to shoot artillery pieces—the guns, the Howitzers. And that in itself was a laugh because the guns on which I learned how to fire were from World War I, and they had—I won't go into all of this—but they were manufactured by the French and used by us, and held in the army until World War II and used thousands of times in between. When you fire an artillery Howitzer often enough, the hole gets bigger and irregular, and so the predictability of where the damn projectile is going to land is hard to find. We were using ammunition, both the projectile and the firing pad—the propulsion chemicals—were from World War I. It was what I would call a very inexact science. In order to stop killing each other with our own guns, we had to fire a long way away from anybody. That made Fort Sill a wonderful place to do this. So I did that.

I graduated in the class, that class of 38. I was the top person. My instructor, who was a very bright young guy, one of the last things just before you get your—I was going to say degree, but I mean second lieutenant's bar—we had the final shoot, where we would go out there and compete with these terrible guns and terrible ammunition. So, everything more of happenstance was likely than reality. We were shooting there, and it was my turn. I had three shots. One in the beginning, then there were—people were eliminated, then another round, then there was a final round. The final round, two of the students compete with the officers who taught them. I never will forget this, and I think you will love this. We were in the third round, I made both of them, and I was shooting against my instructor. We flip a coin—he has to shoot first, and I get to know what settings he used and so forth and so on because he has to tell. He was very close, and I won't go into all of it, but I think you understand what I am getting at. I followed him, and I had learned that in artillery there is a process called the “metro message,” which means that the man conducting the fire is given things like temperature, wind direction, wind velocity, humidity, etc., and all of that is supposed to go into your calculation. To me that was a total laugh because the guns were so worn that that degree of precision was useless. Most of it was luck, and that's my point.

So I made an adjustment based on wind only, and kind of like this [motioning—finger in mouth] put the finger in my mouth, make sure the wind direction is still the same. Look at the grass blowing out near the target, to see if it is going the same way that I think it is going, and I fire and I hit the target. The instructors had all white buttons on their caps, and my instructor took his white button off and stuck it on my hat.

LaBerge

Oh, how great!

Kerley

I have a picture of that. I have a picture of me in the back end of a truck, coming in from the firing exercise with that button.

LaBerge

That would be wonderful to put in this volume. And that's how you became the top candidate in that—

Kerley

In that class. In that class. What happened there I think may be too long here, but I was assigned right back to Camp Roberts, where I had taken basic training. I became a second lieutenant to do the same damn thing that had just happened to me when I went through basic training.

LaBerge

So you were then the person training these young guys?

Kerley

Yeah, and that went on quite a while, and I enjoyed it. I improved some of my skills, particularly with fire—hand fire arms, and stayed in good shape because I had to lead these guys. I built the first hazard range where the guys crawl under fire and so forth and so on. When we opened it, a bad thing happened. One of the ammunition rounds tumbled because we were using World War I rifles and machine guns, and killed one of the kids that I had trained. That was really low to me. But nonetheless, that's war. I was beginning to find out what war was. In the meantime, you know you are listening to what is going on in the conduct of the war. I thought marvelous—[tape interruption]

LaBerge

We were talking about what was going on in the world. You were listening to what was going on in the world.

Kerley

You know, I lived in the, so-called battery officer's quarters, also known as "the card house." Also known as the "poker den." Everybody smoked cigarettes, a lot of beer was consumed. We would go to downtown Paso Robles for our night off, sometimes not even getting that far.

My mother and stepfather and brothers were living in Los Angeles. Getting home was not easy, but you could get the train. The train was usually so crowded that I—on many trips, or several I should say, slept on the baggage rack above the seats. So that was war time days. Gasoline was not a problem, but it was rationed. Tires were not yet a problem, they were under control.

LaBerge

Had you left your car at home?

Kerley

Yeah, I left it with my stepdad. But, I made it through that tour, and then I got transferred to Fort Ord, right near Carmel. So I was still in California. I was close to San Francisco, Oakland, where I was born of course. In that job, Fort Ord had been turned from an infantry training center to what was called a replacement depot. The function of a replacement depot is simply to receive troops who have had specific kinds of training, feed them, outfit them, and ship them as replacements to combat units. And so, here comes that title again. I was an assistant adjutant to the regimental commander, Colonel Moore. I had a boss named Joe Maldari, who was just a wonderful guy and he was the adjutant. He got tired of not fighting the war in combat, and he asked the colonel to transfer him out. I took his job. They changed the name of the job from adjutant to control officer. [laughter] My job was to make sure I knew who was coming in, what time they were—the colonel's job was my job, and we did it together, but he didn't do much

except stay home in Carmel and cook abalone. [laughter] He was a wonderful guy, but he was a man near retirement.

LaBerge

You were good at memorizing so you probably remembered all these various, you know, who was going where and where they had been.

Kerley

I had to set up a system to do that because the office—the replacement depots had never existed in this form before. It was fun putting it together and making it work, and meeting trains and not meeting trains, and making sure that there was enough staff to count the people on, making sure that I could confirm, to the colonel, that group of—say x-y-z group went to North Dakota—all got there. We had, not the kind of communication we have today, but we had some particularly through military telephone. That was the kind of job that was not spasmodic, but it was in chunks. I would be on for say eight days, and then I might be off for three days and so forth and so on.

I'll tell you what happened on just one day when I had the weekend off. Not the weekend, but I had a group of days off. I went to Pacific Grove to a little nine-hole golf course there. It was a ladies' course. They were anxious to get the soldiers to come and play, and made it free. I mean you could go there and play for nothing. I had never played golf in my life, and one of my buddies in my barracks had two sets of golf clubs in his trunk. We went over there, and we got to play free. We played with two very nice ladies. They were helping me learn, [laughter] and I was enjoying them. I still go there because it was such a lot of fun. Now, of course, it's an eighteen-hole course, and my brother-in-law—

LaBerge

Is it that one on the water?

Kerley

Right on the water. That's one way, and the other—I will tell you one more thing about time off, and we hadn't gotten into combat yet. I have been around a year and I have been doing all of this stuff. Over at Pebble Beach, they had a group of little cottages called the Canary cottages—a Canary cottage, I will never forget. You walk in the front. There is a large room, a huge fire place, bedrooms and baths off on each side. For G.I.'s in uniform, five dollars a night. So, I was in heaven. I had never been in any place like that my whole life.

LaBerge

Is this the Pebble Beach connected with the—I mean the beautiful resort?

Kerley

Yes. Pebble Beach. Yes.

Kerley

Louis Pilzin was a saxophone player as a professional on station WOR in New York, and if you don't remember or know about WOR, it was the biggie. They had an in-house orchestra, and Louis was the trombone player and the saxophone and the clarinet. He was a New York Jewish man, very heavy black beard, dark piercing eyes, and just a wonderful friend.

LaBerge

What was his last name again?

Kerley

Pilzin. He had never heard of Pebble Beach; he was from Brooklyn. He never drove a car—he didn't know how to drive. Anyway, by that time I had bought a car, so I had a Chevrolet coupe, and Louis and I would go over there. We were working in the same group at that time, and we had this time off together although he was one day shorter than I. Anyway, we go and get ourselves a Canary cottage. He's got his bedroom suite, and I've got mine. [laughter] It cost us ten dollars, five dollars each for the night. We go in at cocktail hour. We go into the lodge, and we go into the bar—if you have been there, the little bar off to the left, and who is sitting there: Bing Crosby and Bob Hope.

LaBerge

Oh, you're kidding!

Kerley

I am not kidding. They are sitting at a table, and Louis and I sit up to the bar. Of course, the first thing that Hope does is tell the bartender some kind of a sign, [motioning for bartender] which I didn't see. I noticed the bartender said poke, poke behind me, so he was telling me these guys here were paying the bill. That was fun. They invited us over to the table. Then, the strangest thing in the world happened, Salvador Dali walked in. You know the great artist.

LaBerge

I do. I mean I don't know him personally, but you do.

Kerley

With his entourage of teenage—naked—semi-naked females, who court him and take care of him and dust off the seat and all that stuff, and also twiddle his wax mustache for him. He comes in, and so he joins. I don't know if it was Crosby or Hope, but anyway, we made a party of Salvador Dali, Bob Kerley, Louis Pilzin, and Bing Crosby. That started, and then we ate. Then, we went to Sadie's in Carmel, which no longer exists. Somebody came up with a clarinet over at Sadie's, and it was a bar with a winding staircase. It was a small place. Louis started playing the clarinet. Bob Hope and Bing Crosby were singing. Salvador Dali is drunk. Bob Hope had a driver and car out front—they took us. We didn't dare drive because we had already had tons to drink and a lot of wine. I remember very clearly serenading that went on there. The crowd, not very large crowd of about four or five people joined in, and that was a night you'll never forget.

LaBerge

Oh my gosh. Did you know already Louis played the clarinet and everything but had not heard him?

Kerley

Oh sure. Sure, because he had it with him, and he would go into his room and blow. When I got picked by the colonel to put on a Christmas party for the kids in our outfit, the kids of the soldiers and WACS, I should say. I went to L.A. I went back to McKesson-Robbins and told them what the hell I was doing, and that I didn't have any money and that I needed stuff because every year McKesson-Robbins—in fact I ran the toy program in the early, say six months before

December. One year, that was an assignment of mine. So, I knew they had a lot of stuff, and not to say that I got everything I wanted. I got dolls. I got everything, decorations. It was fantastic, but I didn't have any money for transportation, so Becker who had been my boss says, "Don't worry. Where do you want it?" It showed up at Fort Ord. All of it.

Louis led the singing because he had a marvelous singing voice for the little kids. Then, he played all Christmas hymns, and the kids wanted him to play the trombone. He had kept himself to the—gee what is it—the clarinet and the saxophone, but the kids were bug-eyed with the trombone. I have forgotten what he played, but it's one of great trombone solos. That was one of the Christmas times. Carmel, Pebble Beach, it was Christmas. That was life within the war, so to speak. All the while, you know, we are trying real hard to turn out pretty good soldiers so we can go do something.

So after a while, I had to do something. I asked the colonel to put me on the list to get me. I went back to South Carolina, at Fort Jackson, and that was a very interesting experience because here you are in Columbia, South Carolina, I can't get much south-er than that. My unit hadn't been formed yet. It didn't even have a number yet of identification. I was the first guy in the unit, and I was told by the camp commander that, you know, "Oh there's where you belong, go pick out what you want." At any rate, all the other soldiers in that town were from Brooklyn, and the Southern ladies didn't cotton. So, we were petitioned, when we finally got our organization together, we were invited to everything there was in town because we were all Californians and Ohioans, and Texans. I never will forget the look on those guys, the Brooklyn guys when the young ladies drove up, to pick us up to take us to a party. [laughter]

Anyway, there I was put in this battalion. I was the only officer there. Then, they dribbled in. I was not the commanding officer because I was just a captain. I had gotten promoted to captain at Fort Ord. The troops started coming in, and I didn't have all of my officers, and I was a senior guy, even then along came a major, and he was the commanding officer. I was made the executive officer, which was the second in command. In come the troops, and talk about something that was an early challenge on the management of human beings. Most of the troops were not privates. Most of the troops were staff sergeants, sergeants, master sergeants, first sergeants, all of long-term rank and experience and paper pushing. They hadn't fired a firecracker in twenty years. So, there we are. The major and I were sitting there saying, "Now, what do we do?" Because somebody has to be a private, even though— [laughs]

He stewed with it, and I thought that I had a better idea. I suggested to him that we call them together, and say, "You are the people who have got the experience. You are the people who have to make this place work. We will do our job of commanding and helping and making sure you get support. You guys go away and come back, and tell me how you are going to organize and who is going to be in charge."

LaBerge

Wow, and did it work?

Kerley

It worked. It was not easy for those guys to do, but at that time the war was getting more intense, and they did it. I would go to the KP [kitchen], and watch the first sergeant doing dishes in the KP kitchen. It was really, really a shock.

LaBerge

But much better for them to decide it than for you to—

Kerley

That's the way I have always approached groups.

LaBerge

How did you learn that at that age?

Kerley

I don't know. You don't learn that.

LaBerge

You just had it in you?

Kerley

It came out. How it got in there, don't ask me. Anyway, that worked. But then, after training, those guys really worked their butts off. The army decided to disband the unit. I became a replacement, and went to a replacement depot.

LaBerge

Back in California?

Kerley

No, no. At Camp Patrick Henry. And from there—

LaBerge

I am guessing, is that in Virginia?

Kerley

Yeah. From there, I went on a ship. We did some training there, but really not much because the replacement depot was so busy pushing people through, there was not time to—the time that was taken was to get shots and all the medical stuff and get everybody healthy, and then load them up with this huge duffel bag and forty-eight pounds of armament, and so forth. There I was, an individual, a replacement, belonging to no unit, I was in transit to combat. We go out Hampton Roads in a little boat, where the water was close to running to the edge because there were too many people on the boat. We, with all our stuff and our steel helmets on, we get on a floating raft, which is bumping up against the side of the ship with a rope ladder. The waves are kind of going this way, and the float is going one way and the ship is going another way. There were some people hurt by falling in, or getting knocked over. We finally got enough people up on the top of the ship to help run the duffel bags up by hand, so when the guy got on the rope ladder, he didn't have to have the duffel bag on his back because he already had a backpack, and he had weapons. We did the same thing with the weapons, and I stayed on the float and kind of

managed that process. All we had left then was bodies, but they could climb up. The weather kind of calmed down, so the waves weren't so bad, and off we went.

LaBerge

Where did you go?

Kerley

We landed in Sicily, went in an armada, a convoy they called them. There were 110 ships in the convoy when we started out. We never found out what the final count was, but we think it was around seventy because the German subs were just working those convoys. I will just give you this one little vignette. I was on a boat with sixty-eight other officers. We had tanks, huge tanks, military tanks, armament, moving tanks, on the deck. Two-high, all crated up, and held on by chains and so forth. Changed the center of gravity of the ship terribly, so the rate of roll was around thirty percent. Thirty percent one way, then just about like this all the time, and we weren't very fast.

The captain of that ship—I was not the senior officer there either. There were sixty-eight officers. We were all individual replacements. The senior officer was a major, but he was inept. He was also chicken, and he was worthless. He got the group together and told them that he just couldn't stomach it. So, I took over. When we landed, we fought that war. When I went to bed at night time if I were out on the outside row, [laughter] and the water level was right at my head level in my cot, the canvas cot hanging between some pipes, and I am thinking, you know, if they drop a torpedo in here, it's going to do a lot of damage. That was the way that we spent every night going to sleep. That little episode was a real experience.

We camped at Sicily, and go through Gibraltar, get to Sicily. We know, by the radio and so forth, that General Patton is there. We're waiting outside of a town called Augusta, if you look on a map you'll find it. So, we are out about four miles from port. The crew of that ship were all merchant marine. The crew on the ship that ran the guns were coastguard, and those were well-trained young men. The merchant marines were crooks. When the ship dropped anchor out there, waiting for instructions on where the hell to go, out came the Italians with their little boats, and thousands and thousands of dollars in U.S. green currency. These merchant marine guys were emptying the ship, which was filled partly with ammunition, but mostly with food. They were selling it over the side.

LaBerge

To the Italians?

Kerley

To the Italians. Do you remember the old department store where money went on a thing in a basket?

LaBerge

Yes.

Kerley

Well, that's the way that money went up and down, because the Italians had that and they would make sure that it got up there. The captain was an alcoholic, was in the bed almost all the time. His immediate executive officer was a wonderful guy, and I said, "If you don't stop that, I am going to stop that." But, I don't know where I had sixty-eight guys who could shoot anything, you know. I had not discussed their qualifications with them. The trouble that he had was that he was boss of those guys. He was their boss, and he permitted this. So, I said, "You're in no position to take a position on this." He thought he might get killed, and I thought he might too. I said, "Okay." I armed our guys, and we put all of those guys in the hull.

LaBerge

You mean all of the merchant marines.

Kerley

Yes. I got ahold of the navy, and told them what my problem was with respect to my drunk captain. They sent people over, and gave us a young navy lieutenant. I don't think he had shaved yet, but anyway, he was better than the drunk. Finally, we got off that damn thing.

LaBerge

What happened to all the Italians as you were—?

Kerley

We fired them. Oh, we didn't try to kill anybody.

LaBerge

And off they went.

Kerley

Hell yes, gone. They don't want to lay around and get shot. That was kind of an episode that you can't forget. Here we were with sixty-eight officers that don't have any unit. They take us off the ship and put us in trucks, and go all the way around from Messina, and Patton went all the way around if you look at Sicily. We landed in Augusta and went all the way around to Messina, and there were still sixty-eight guys. Patton flattens everybody in sight, and it was a tough fight the last twenty miles. We did observe that, but we did not participate because we had no equipment. We had our handguns, but there was a lot of artillery coming up and some aircraft, but not much. Here we are, we finally get into Messina, and they take us back to the ship. I am talking about—this is three or four weeks later, and the young lieutenant in the navy, who hadn't shaved yet who was in command, waiting for us.

We got out of the ship, and we went to Bari. If you look at a map, it's around in the Adriatic. There we got off. We saw a lot of aircraft because that's where Fossi was. That was a bomber base for Italy, for southern Italy. The war had gone past there just a little bit, so we took a ship or a train. I remember the light, the flashing lights in the sky from the field artillery. It was off to the north, but close enough to see it. You're down at the bottom of the mountains there before you get to the very foot of Italy. We go over there, and we go to Caserta. That's where General Clark, General Mark Clark's headquarters were. He was the chief American officer in Italy. I get interviewed, along with everybody else because they were short of officers, and they needed

some administrative, some military—I mean combat. They gave me a job, and it wasn't a combat job in the sense—I did kind of like what I did at Fort Ord. I took charge of getting the troop's replacements up, using pretty much the same systems that I had.

I got to know General McMahon, who was then a one-star-general. He had been a three-star-general, and was reduced in the field by Patton because General McMahon was a wonderful person and wouldn't kill all of his troops to satisfy even General Patton. Patton reduced him to colonel, and he had been shipped then to General Clark because they were classmates in West Point. General Clark promoted him back, not to three-star-general, but to two-star-general, and I was assigned as one of his assistants. I was made an assistant G1 replacement. That was the function. I later got involved in combat as an officer in the artillery battery.

LaBerge

Still in Italy?

Kerley

Oh yeah. Hell, hell. When I landed in Sicily you can't get any further south, you're in the Mediterranean. The day that the war ended I was in Balsano, which is the southern end of the Brenner pass going into Switzerland and Austria. There isn't much of Italy left.

LaBerge

Is that near—?

Kerley

Past Verona.

LaBerge

Near Lugano in Switzerland or Lake Como?

Kerley

Lake Como and Lake Garda are off to the left.

LaBerge

So you were there when the army—

Kerley

I did that job, and I was a battery executive officer. I was a captain. The battery executive officer's job is to fire the gun. I had this gunner award that I had gotten in Fort Sill as a second lieutenant. So, it was something that I did. Something that I am never proud of killing anybody, and it's not something—in fact war makes no sense to me. It never did and it never will. At any rate, that was the name of the game, and I played it as hard as I could.

LaBerge

I think it is still hard for a lot of people to talk about it. This many years later.

Kerley

That's true. I am having a little trouble at this moment. I think that the rest of the experience—the war was over. I will give you one example of the last funny thing that I had to do. [chuckles]

There I was in Balsano. I was north of Balsano a little bit. I had 3,000 troops in a convoy, and I was commanding officer of that convoy. We were stopped on the side of the road to pee, and do anything that we needed to do. Out of the hills on the east side of the road going up to Balsano and through the Brenner Pass, the remnants of the German army in that area came down—and there was a very fancy-dressed general who insisted that there be a formal surrender. [laughter] I wouldn't know what the hell a formal surrender was, and nobody around did. The young kids that I had were scared to death because they were not combat experienced. I had them all lie down on the ground with their guns shooting one direction, and the general said, "Envoy, over." I had to find somebody to talk German. I had nobody. Turned out that the guy that they sent over talked perfect English. He said, "The general insists." I thought, you know, I can just laugh at this guy. I can shoot him, but I'm not going to do that. I am going to respect his dignity, and the formality that he was proposing.

I told the young man who spoke English, "Tell me what to do. Give me the scenario. Give me the lines." And he did. The general brought his fellows over, and I was really kind of a mess because we had been on the road for a while. We put a few people behind me, but not many because the kids were all scared to death. This motley crew were old men, young kids, thirteen, twelve, the Germans had just marshaled in. They hadn't been eating, it was obvious. They hadn't been shaving. They hadn't been taking a bath. They were sad. On the radio we are getting this stuff, I am hearing it in the back of the truck. The orders were that if you run into any enemy troops, have them deposit their weapons on the ground and walk south. We had this thing. The general hands me his sword. The young guy who spoke English told me to break it over my knee. I tried, and I couldn't break it. [laughter] It was a damn good sword, or I had a lousy knee. Anyway, we had the ceremony. They marched, and I watched them go down the road. I remember saying to myself, "This is the end of this war."

LaBerge

Because you really witnessed that.

Kerley

If you are going to write a play, what the hell, that would be the ending. But it wasn't really because when I was in Italy, I got sick. I had to go to the hospital.

LaBerge

This was right after this?

Kerley

No, no, before. We are going backwards. I had hepatitis of a very severe kind, and obviously, I lived through it. A lot of people—it was from a faulty yellow fever vaccine that we had gotten. Incidentally, all sixty-eight people on that ship had gotten the shot. Going around in here, I kept running into guys that had been on the ship who were all sicker than hell. Then all of the sudden, Ben Cogan, who was my doctor in my unit, was my roommate and we had a cave that we lived in, in the Po Valley campaign, and Ben became a replacement and came with me. He looked at me and said, "You gotta go to a hospital." And I said, "Yeah, gradually each day I feel worse and worse." He said, "I'm going to get a jeep. I'll take us." I said, "No, I'll go hitch a ride." I did, but not all the way. I got out, and I passed out and fell in an irrigation ditch. But not under water, thank God. Along came an ambulance a little while later, I would say about fifteen minutes,

most. They saw me down there, came down and got me, and took me to the hospital. There I met a man, a doctor named Ralph Angeluci. Ralph was a surgeon. He is still today a surgeon. He is one of the outstanding neuro-brain surgeons in the world. When I got better, I couldn't stand doing nothing so I start carving pipes and doing all sorts of—

LaBerge

While you were in the hospital?

Kerley

Yes, because I had to lie on my back. Ralph would come by after surgery because I wasn't sleeping much at night time, and I had this wonderful Canadian Red Cross nurse who gave me a back rub every night. She saved my life, I think. At any rate, just to cut across the whole thing, I volunteered to work with Ralph in his surgery.

LaBerge

Oh, I can see where this is going with the pre-med later.

Kerley

I'll just jump ahead a little bit. The war's over, I get married, and so forth. Come back to Berkeley in 1947 as a freshman, twenty-seven-year-old freshman. I stay there. Eventually, I go to the University of Kentucky as vice president. I go back to Kentucky and meet a doctor named Ralph Angeluci.

LaBerge

Oh my gosh. Did he recognize your name?

Kerley

Oh, when we saw one—you know we hugged, and sweat and died together, and the nurse, his surgical nurse—they were not married then—they had been long since married. So, she comes in, and I was the guy that, you know, I took the spare parts out and disposed of them. Ralph was doing surgery twelve hours a day. That's just a little vignette, that would not—

LaBerge

Oh my gosh.

Kerley

Can you believe that? The name was ringing in my head, but I had made no connection until I opened the door of Ralph's office in the downtown building where his medical office was. I remember a lot because I had to go get blood tests frequently, and the equipment was some kind of centrifuge kind of equipment that they use to measure the problem that I was having with my blood. I had to go to Naples to do that. That was when we had just gotten a little bit beyond Naples, and Ralph— [tape interruption]

Kerley

Ralph Angeluci played golf to see how fast you could play. [laughter] Also, he was up very early for surgery. So, I would meet him in the hospital in Lexington, Kentucky, if I wanted to talk to the chairman of the board about a university matter at four o'clock because he scheduled— surgery started at five o'clock. His father was a tailor in Lexington, and made magnificent Italian men's suits.

LaBerge

Ralph had come from Kentucky to start with. That was his home before the war?

Kerley

Yes, he was from Lexington. His brother was the city attorney. That connection was very useful.

LaBerge

Right now, your health problem. Is it related to this hepatitis from the war or not?

Kerley

No, I don't think so. We have discussed it very carefully with the docs. It hasn't helped, but it's not a cause. There is no causal relationship there that makes any sense to me or to anybody who knows a hell of a lot more than I do.

LaBerge

How did you get back to the states?

Kerley

General Clark's headquarters was named the U.S. Forces in Austria. All the while after I got out of the hospital, in addition to my other duties to General McMahon, I was in charge of what was called the Fifth Army Wine Cellar. Now, the Fifth Army Wine Cellar was a long train.

LaBerge

Oh, it wasn't a wine cellar?

Kerley

It was not a wine cellar. It was a long train of the typical European small boxcars. You know, not the big American box cars. In which, we had gathered or they had—because when I took over it already existed—every ounce of alcoholic beverage that anybody could find, and it was all taken to the train. I remember thinking one day when we go from Italy to Austria we take Mussolini's train, and it becomes General Clark's train. Then General Clark wasn't using it, and I said, "Geez, we've got to run R & R for the guys to go to Paris." They fought the war, and now they're here in Austria waiting to go home, or wanting to go home. Anyway, he said, "Yeah, it's a good idea." So, we put it on that train going back and forth from Paris to Vienna. First, from Salzburg because the Russians wouldn't let us into Vienna, even though Eisenhower and Zukof had worked this all out. Nobody had worked out anything. They had a big meeting, and everything was announced as having been done was not done.

Anyway, so there I am on this train, and the senior ranking officer on the train gets to use Mussolini's suite. That's the rule of the house. Here I am in the train, drinking from a bottle of wine that came from the Fifth Army Wine Cellar in Mussolini's train going from Salzburg to Paris. [laughter]

LaBerge

Sounds great.

Kerley

That was really a sexy bedroom. It was not a round bed. It was a half a round, and it was round at the bottom and square at the back. It had all this hanging red velour. Oh boy, it was really something. There we are; we are in Salzburg. We come up from Verona, and we take over the cavalier house, west of Salzburg for living quarters. We take over this bishop's palace in Salzburg for headquarters because we had to get ready to go into Vienna. The decision on Vienna was that it was to be manned by four nations, Russia and so forth and so on. We would rotate. They drew straws to see the order of command. We had a lot of things to do. One of the big problems that we had was venereal disease.

Then, Cogan, my buddy, who was also the doctor of the headquarters—I was flying in a DC-3 from Salzburg to Vienna, making some of the arrangements for the headquarters commandant to move our headquarters in there. I am flying over this field where military equipment was stored out in the open, trucks and so forth and so on. On the field there, because the plane didn't fly very high, those are horse trucks. And they were. You hook a truck to the trailer and the horses are in the back. They're not small, they're big, a pretty good size. I said to Ben, "Why don't we make pro-stations out of those things?" And we did. Closed them in, around Salzburg and Vienna and Linz. We ran them twenty-four hours a day. The MPs herded any soldier who had been anywhere—had to go through and get a slip, and had to have it in his pocket or he would have to go back through again. That was one of our attacks.

When we got to Vienna, we had improved more. I didn't do any of this, the guys in the shops all took care of this, transportation guys, but it was a good idea. So, we went into Vienna, and I went because we got authority to go in, and my principle job with the headquarters' adjutant, who was kind of the man who handles all this household stuff. We picked Marshall Zukof's house in Vienna for General Clark. Well, Marshall Zukof's house that we picked for General Clark was in the American zone. He had to get out and go live in the Russian zone. He would not, so we moved the headquarters—General Clark, I got him a secondary place, until we got Zukof out of there. [tape interruption]

LaBerge

You're in Vienna, and we're going to go back to the United States—

Kerley

I am in Vienna, and we finally get settled in and Zukof moves out. Clark moves in, and the first month ends. The Russians were first in command, and there was to be a ceremony each month where the previous command would turn over the city to the next command. We were right behind Russia. Part of my job at the headquarters group—this is all Cold War stuff—was real. I mean it wasn't phony.

LaBerge

Are we talking about 1944 or 1945?

Kerley

Nineteen forty-five. Anyway, we get arrangements for the first transfer, and this is just a story and I think this will kind of end things. We go to the palace in the Gurtel in Vienna, and that's where the ceremony is going to be. I am kind of in charge of that. Logistics of that whole damn

thing, along with General Clark and General McMahon, and so forth and so on, General Bran, and General Pitzer, and I am a captain. Here we show up and we bring—everybody was supposed to bring a certain number of honor guard troops—and have them march in and do all that fancy stuff. The Russians had stacked the place. They stacked the streets with tanks. They stacked the streets with just irritation. General Clark says, “What kind of an arrangement is this, Bob?” [laughter] I said, “It ain’t the way we designed it.” He picks three guys. He picks me and General Bran, who was a chief or the supply officer, and General McMahon, who was his classmate, and a major, who was General Clark’s aide-de-camp. He says, “Bob, show me the way to go.” And I had walked it because I had figured out who was going to go up one aisle. We walk in there, the place is jammed, the aisles are jammed, all with Russian soldiers. All with weapons, hand weapons.

Clark is, you know, 6’5”, weighs about 220. Slender 6’5”—strong as an ox, and big strong hands. He waded through those Russians like they weren’t even there. I was behind General Bran. Bran was behind him. He goes up to the rooster, and Zukof was there. Zukof has got the gavel. Zukof won’t give him the gavel. Clark grabs the gavel, rips it out of Zukof’s hands, smashes it on the rostrum and said, “The United States of America assumes command.” [laughter] Out we marched, and we went back home. Our headquarters was right across from the palace. It was a wild incident. It was kind of an exact notion of what was going on in that whole war.

LaBerge

Then went on for the next years.

Kerley

Yes. Eventually, I did my thing, and here I wound up shipping people—my main job after the war became one of breaking up units. I had what I called my “inventory of generals.” I had over fifty generals at any one time, who no longer had units, and they were all individual replacements, as I had been at one point. I had them in Germany and Austria, in two different castles until they could be processed. It was really a political—what I call military-political infighting by them—because they’re all going to lose their ranks. You see in the war if you were a colonel, you might be made a major-general, but it’s temporary. As soon as the combat is over, you go back to—well, these guys were career soldiers, and I was not and didn’t care to be. At any rate, I had big trouble with the generals, and they didn’t like me when I showed up to break up their units, which I understood. They put it together, they fought the damn war, and now they’re losing their skin.

At any rate, I had a lot of traveling to do. I shipped out of Antwerp. I shipped out of Marseilles. I shipped out of Le Havre. The troops going to Marseilles were going on to fight in Japan, against the Japanese. Those going out of Le Havre were going back to the United States for retraining, and then eventual use depending on the what happened. The ones in Antwerp, we sent out to replace officers in England and other places who were eligible to go home. That was a busy, busy job.

LaBerge

You were traveling from all these places?

Kerley

I had my own plane. I had my own pilot. I had eight non-coms, had a master sergeant named Rosenberg, who was a wiz with what else, punch cards. What a threat, huh? [laughter] Well, you see General Clark was 6'5", and—one of my added duties was to maintain his honor guard. Twenty-four guys who went wherever he went. They were his bodyguards and honor guards—all had to be sharpshooter pistols, sharp shooter rifle, hand wrestling. I call them the American Mafia. That was my job to make sure he had twenty-four guys who were a least 6'4" and without the punch cards—Rosenberg came up with the idea. We needed two guys six feet four. I would say, "Rosenberg, two more six-feet-four." [laughs]

LaBerge

Wow, did each general have that, an honor guard like that?

Kerley

No, only the commanding general.

LaBerge

You were a young guy, I mean in this day and age, to be doing this.

Kerley

Before I came home, the general—I think I told you that General McMahon, who had been relieved by Patton and was my boss. I loved him, he was a lovely tough-soft man, if you know what I mean. I had a great deal of respect for him. He had one thing. It was a thing. He would not go to meetings. He would instruct the hell out of me, and I would go to meetings. As a captain, I couldn't sit at the table, or if we were outside, I had to stand back. Whenever something that I was supposed to talk about came up, General Clark finally said, "Well, why the hell aren't you sitting at this table?" And I said, "Because it's your rule, General, that only majors can sit at this table." He was lovely. Every time General McMahon recommended me to be promoted to major, General Clark turned it down. He would then get me aside and say, "I got it from Mac again. I turned it down again." And he says, "You know why I turned it down." [laughter] I said, "Yes sir, I do." What his thing was, is that he simply did not want to have a twenty-four-year-old major in his outfit because he was dead sick of the Air Force full blast colonels, who really were only second lieutenants. It's an army thing about rank.

Then I am one day in Rouens, doing some of the things that I am talking about, shipping troops out all over the world from Europe, Italy and France. I am in Rouens. It is Christmas season. I had never been there. I'm in my uniform. I am a captain. I've got a job to do. I didn't know any better. I took the train to get there, and I took a hotel room reservation, went to the hotel and they wouldn't even look at me. I noticed when I walked on the streets that the French didn't like the odor of my presence. I came out of the hotel, and I just had a little satchel because I was only going to be there a couple of days. I was going to have a jeep come pick me up because I had to go to Camp Tophat. Anyway, I come out and I run into an army officer, and he says, "What the hell are you doing in here?" He says, "They won't give you a room." He explained to me that in the previous year, in the same Christmas season, the American and British mistaked, made a big error, and bombed downtown Rouens. The French people were just devastated. I understood that.

LaBerge

You didn't know that ahead of time?

Kerley

Okay. So, I go out to the base, the guy, the Austrian who gave me the lift out there, he got me nice quarters. I am sitting there, and I am going to go down to the bar and have a drink. The phone rings, and in this place, everybody had a phone. It was a miracle as far as I was concerned. Who was it? General Clark. [Knocking] He promoted me. [With emotion]

LaBerge

He promoted you. Oh my gosh.

Kerley

He said, "I did it," and I knew what he meant. [laughter] Now, General Clark does not call you up on the telephone, but he was kind enough to do that. So, he said, "I have already called the commanding officer of the base. They have the major's leaf for you. They have opened up the PX, they've got one, go have {_____}? pin it on."

LaBerge

That's a wonderful story.

Kerley

Isn't that something? It happened. Anyway, so I do that job. General McMahon was going home and a lot of people in the Austria and Vienna office were going home. General McMahon said, "We're going to get some planes. Do you want to fly home?" And I thought yeah, but I haven't even had the chance to spend much time in Paris.

LaBerge

Right, because you were getting a good education at traveling.

Kerley

Yes. So, I decided not to fly with those guys. I won't go into all of that, but that plane crashed. It crashed in the Austrian Alps in very heavy, deep snow. Only one person was killed. General McMahon was not killed. There were fourteen others, and they all lived and were finally taken out by sleds and so forth and so on. So, thank God. Anyway, I get the chance to take 3,000 troops roughly, 2,600 maybe, from—first, some from Vienna, some from Salzburg—and we are going to go to Bad Ischl in Austria, which is a resort town in the lower Austrian Alps. We are going to get on a train. We are going to go to Paris. Then, we will go out through Le Havre. The camps were named after cigarettes, Lucky Strike, Chesterfield, Camel. These were huge replacement funnels. Everybody is going home. We get there, and I've got these little boxcars. They're not heated. I got 2,600 guys. I got people who were going to drive the trains, who don't speak English. That was a challenge. I said, "We're not moving until we get heat, water in tanks, etc., etc., etc." We do that, and we take off. Every once in a while they stop so that everybody can get off and urinate and so forth. We always had very strict instructions on which side because in Europe there are a lot of multi-tracks that the trains are going—there's not just one all by itself. A young man got off on the wrong side, didn't get back, got pulled between two trains. As our train was moving, we were pulling out, I'm looking back. I had phones put in the back of the train, me in the middle, and the executive officer up behind the engine so he could get up,

and he could speak some Italian. The only trouble was that the engineers were French. [laughter] So, here we are going and I jump off and try and run and get up there and try to stop the train because I see this guy. It doesn't work.

So, we get into the next stop, and the guy says, "How are we going to handle this?" I said, "Go steal a truck. Go back there. We're going to go—you know where we are going—bring him. Find him. Bring him." They did that. We went to Camp Tophat, and we were going through inspections every other day to see how long our toenails were, and it was miserable. The commanding general there was a pain. Anyway, I've got all these guys lined up there. We are playing soldier, and in comes a truck. They found him. They got him out of the hospital, and brought him here. [in tears] The whole group screamed. This sounds unreal, doesn't it?

LaBerge

I know that it is true, but it does—it's a kind of life people don't know, if you haven't been there.

Kerley

Yeah. Well, it happened. That's all I can say. I'm done. I can see it. I can still feel it. Okay, so I get on the boat. I've got 3,000 guys on the boat coming home. I make one rule after the first night: no gambling. Because everybody was being paid, and some of them hadn't been paid for a year and a half. Five people would have had it all when I got to New York. Then, we hit an iceberg, and so I had to move—one side of the front of the ship was smashed in, and we had to seal that area off. That was holding 400 guys, and we had to put them on the deck and it was winter. It was winter in the Atlantic. We were able to communicate, and so the navy and coast guard sent to pick up these 400 guys. We had to transfer them one at a time, in a basket, and the waves were heaving, and most of the time these guys were underwater. They're in a net, and that took forever. Then, they had to wait for the guys to come in and push to repair the ship, so that we could move. Otherwise, it would just go down, and we did that. We got home.

LaBerge

Landed in New York?

Kerley

Yes, New York. There we are in the morning, and this to me is really the end of the war. New York harbor, statue, parents, lovers, wives, kids, and all of them had money.

Interview 3: May 29, 2002

LaBerge

Last time we were just talking about World War II, and we have a few things to add about World War II, and clarifications also. But you were just starting to tell me about Verona.

Kerley

We were in Verona in a former Italian military facility with British and Polish and South American soldiers. In British, I include Irish and Scotch. The games played were not football, not American baseball, but cricket. I had never seen it. It looked like a combination of bowling and baseball. But I was standing watching a contest and talking aloud to myself, and at some point in that conversation General Alexander of the British Eighth Army was found by my side and introduced himself quite regally, and then we got down to the game of cricket. He explained to me the endeavor to the goal and what counted and what didn't. It turned out to be smiling friends thereafter although I had no real role with him. But we recognized one another. He called me the cricket man. So those things that I carry I like to share. That's an example.

LaBerge

Was this an attempt to give your soldiers some recreation and some fun to relieve the stress or—

Kerley

Well, they did that themselves. Soldiers work it out so that they have fun. In fact, the management of soldiers is to try to manage the fun they're having [laughter] if not yourself. I think we'll get to this.

LaBerge

But before I turned the tape on you were telling me about hidden cognac. So why don't we have that story on the tape?

Kerley

Okay, so I'm the city commander of Bologna. I live in a hotel, which has been bombed out, and if I open the closet door, I go down three floors. The floor was almost level, but that was the temporary home. As city commander I went to the piazza of Bologna, where the so-called leaning towers other than the Pisa tower exist and near there took an office and hung out the American flag. I was surrounded by Polish, South American, British, Irish soldiers, very few Americans and my own team of eight noncommissioned officers. I then classified myself as a paper pusher. We nine paper pushers took over the city.

In the piazza outside of my office and in front of the church in the center of Bologna, the partisans, the Italian partisans, the Italian Communist partisans erupted into the piazza and carried on in an attempt to sway the people of Bologna, the Italian people of Bologna, to their cause. It was terrible. I had no way to try and do anything. I don't think I would have if I had, try to stop it, but they trampled themselves, and as I remember fifteen people died underfoot. That was an eye-opening experience of what was probably going to fall after the war in the political reach for the minds of Italians. So the day after, in came to my office an Italian captain with shiny black boots and immaculate pressed stirrup style pants, everything perfect, lovely smile, clean shaven, who said he had a secret that he wanted to trade me for. What he wanted to trade

was freedom because he belonged in the Italian prisoner of war camps; how he got there I don't know and I never will. At any rate, I said, "What do you have to trade?" He said, "I know where 40,000 cases of Buton cognac are. I'll trade you that." So I called, yelled, because we had no telephones, for my chief noncommissioned officer, a Mr. Rosenberg of New York, and asked him if he would please escort the captain to where I thought he should be. So Rosenberg did. The captain said he didn't understand what I was saying—what I was having Rosenberg do was take him down and put him in the jail. Now we tie it back, Germaine, to the Fifth Army Wine Cellar. We found the beginnings of the 40,000 cases. There were several locations and eventually found them all, but no one army can drink forty thousand—

LaBerge

And they were all buried.

Kerley

Buried in wooden cases. In each bottle inside a wooden case was a thing about Buton and who they were, and there was a knife. I have the knife, and I'll show you the knife. I'll take a picture of it for you. So what the hell do you do with 40,000 cases of cognac? Well, I was a city commander. All the hot shots of the American army were back in Florence and Verona. The war was over, and things were somewhat loose. So I got on the radio to wherever our headquarters was—I can't quite recall—and said that this is what I've got and this is what I'm going to do. I didn't ask for any response. I asked them if they would put out the notion of the location of where this booze was and that I would arrange to receive trucks at location A. For requisitions for cognac all must be signed by a commissioned officer. I went to my friends the British because I had no troops and offered 20,000 cases of Buton if they would take the job of dissemination, and it disappeared in a cloud in about two weeks.

LaBerge

Do you know how to spell Buton?

Kerley

B-U-T-O-N.

LaBerge

So did you have a taste of it yourself?

Kerley

Several. [laughter]

LaBerge

That was said without hesitation.

Kerley

Without hesitation, the word is several. But that's a fun story.

LaBerge

Oh, it's great. It's great.

Kerley

It's just as real today. I can see the captain with this false smile trying to appear powerful when under his skin there was weakness that I shall never forget.

LaBerge

It's great.

Kerley

Then okay, so we did Alexander. We did the Buton. We did the city commander.

LaBerge

Do you want to just say a little bit about the convoy of ships and the train just to clarify—

Kerley

I want to make sure that when we do the final that I make it clear to the reader that the ships from Le Havre to New York were plural, and I think five or six. But the one that hit the iceberg was the one on which I was a passenger and was dubbed the command ship. If you think anybody can command anything in the middle of the Atlantic Ocean in the winter, you've lost it. So happenstance ruled. Similarly on the trains, I mentioned the train from Bad Ischl, Austria, in the lower Austrian Alps with 2,600 to 3,000 soldiers going home. I was the commander of that group. There were more than one train. I think I may have left the facts incomplete in the earlier version. We landed in New York, and I'll just try and repaint in my mind that golden moment. The Statue of Liberty, I think I've said that. The skyline of New York, the wharf at which we hitched, the children, the wives, the mothers, the fathers, the band music, the flags, summed up the war was over. My war was over. A new beginning was awaited. At least that's the way my mind ran because I'm always dramatic. It's in myself.

LaBerge

I suppose we all are to ourselves.

Kerley

Of course, so that it gets burned into your mind and you can recall that you have something—something to thank for. So I started again.

LaBerge

All that time when you were away, what thoughts did you have about what you were going to do when you got back?

Kerley

I really don't know. I was so busy during the war with thinking that war is no solution, never has and never will be, to what the world and the humans therein need desperately and want vigorously. I have a hard time trying to describe how you do that, how you fight the war and the day-to-day thing and in a separate track in your mind accumulate, aggregate, evaluate, sum up, where you are at any one point in time. You're wonderful to talk to because I can see that you're understanding me.

LaBerge

Oh, I do.

Kerley

Okay. I know that. I'm telling you that I know that. You're forming that what I'm telling you is true. So that has been with me, that feeling of the absence of peace, of calm, of nourishment, both food and thought, was the job ahead.

I went back to McKesson-Robbins after coming home and meeting my bride-to-be. I came out of the army at Camp Beal in Sacramento, and I recall quite clearly that in bathing and shaving before I saw my coming wife—

LaBerge

Now I don't even know where—we don't have her name. We'll start that. Okay.

Kerley

You've got to help me there. I shaved so closely that by the time I saw her I was one big rash. [laughter] I have never shaved so often in any one time period. It was the looking forward that made me lose my senses.

LaBerge

So it had been how long since you'd seen her, two years, three years?

Kerley

Two and a half, three years.

LaBerge

And where had you met?

Kerley

We met when I was at Fort Ord in the army. She was a WAVE[S] [Women Accepted for Volunteer Emergency Service], a navy WAVE stationed in San Francisco. One of my fellow officers at Ord had a wife who was a WAVE who was stationed in San Francisco, and that wife and that officer arranged to have a whole bunch of WAVES to come to meet a whole bunch of soldier officers at Fort Ord and that happened.

LaBerge

What was her name?

Kerley

Margery Elizabeth Stenson. She was from Grand Forks, North Dakota. She had a wonderful father and a very strange mother. But I've since begun to understand that I think most husbands-to-be find most wives-to-be mothers to be strange. It may not be true.

LaBerge

So you met at Fort Ord and obviously corresponded during the war.

Kerley

Yes. I had a distant uncle who was a diamond dealer in San Francisco, and I had left a few dollars with my mother so I'd have something when I came back, maybe. I told her to go there, told Margery to go to that place and to pick out a diamond with the dollars that I had. She did

that. She had a picture and mailed it to me in, I think I was in Austria, probably in Salzburg, Austria, staying at the Klessheim Castle, the Cavalier House of the Klessheim Castle about thirty miles west of Salzburg, actually almost in Germany. So we wrote and wrote and wrote. That was all there was. I met her in Oakland. She was staying with Marion and Dave, one of my aunts I think I've mentioned earlier, and had to see them before because she was stationed in San Francisco. So she would come to the house, and she and Marion and Dave had a lot of fun together. The house, Marion's house, was full of people waiting for me to come home. Margery met me in front of the California Hotel on University Avenue, I think. No, no I don't know where it is. I guess it is. Or was it San Pablo? It was West Grand, Oakland. Yeah, West Grand, Oakland. We drove to Lake Merritt, tried to neck—

LaBerge

You had this rash.

Kerley

The rash interfered, and so did the cops. [laughter] The first thing that happened after only a moment was a flash of light from a policeman bent on saving us from harm. [laughter]

LaBerge

Have your children or grandchildren heard this story?

Kerley

No.

LaBerge

Oh, they're going to love it.

Kerley

Yeah. That was in the Bay Area all of that, but my parents lived in southern California, Southgate, just south of Huntington Park, and that was where we were—she and I were offered by my mother the back room with Earl and John. So we landed there softly, and I went back to work at McKesson-Robbins because they were obligated under law to hire me.

LaBerge

Had you gotten married in the in-between time?

Kerley

Yes, we got married in Grand Forks, North Dakota.

LaBerge

So you went back there and met the family and—

Kerley

Drove my mother and brother across the country in a DeSoto automobile that Guy Moohart, my childhood next-door neighbor was owner of a large DeSoto/Chrysler agency. When I knew him, he had a few cars in the back of a parking lot, a gas station I should say, and became one of the biggest Chrysler dealers in southern California. He had set aside in response to a letter from me, as I was preparing to come home from Austria, a beautiful, clean, used DeSoto, which I could

afford. It was in that car that we drove across the country to Grand Forks and were married by a Presbyterian minister with a Scotch brogue. We honeymooned from Grand Forks to Fargo to Wisconsin to New York to Philadelphia and New York, down to Florida leisurely tripping eventually west came into L.A., and then I went back to McKesson.

LaBerge

What year was this, 1946, '45?

Kerley

Yeah. Forty-six because I could have gotten out of the army in '45, but I decided to stay in Vienna because I'd never had it so good. I was learning and having experiences that I might in the future never duplicate. Even though Margery was away from there, and I was there. So I came home. I was proud of my major leaf—

LaBerge

Oh I bet.

Kerley

The fact that I had entered as a private and a high school graduate and had done something. I think I thought maybe I had done more than I did, and I've since found out that's true. [laughter] Well, that's the way I look at it. With McKesson, I was made the proprietary and sundries goods buyer. Proprietary meaning patent medicines as opposed to {ethical?} like Parke Davis and Eli Lilly, etc. and found that easy, uninspiring, if not boring. Housing was scarce everywhere, and living with my mother was not a good experience for Margery. They're different people; they have different ways. My mother acted as expected. It was her house, and things would be done in her shape and no other form. So that was unhappy.

I had had an invitation from one of the officers in General Clark's staff with me to come to B.F. Goodrich Company in Akron, Ohio, and work with him. He was an executive at Goodrich. We did so. We got in that same DeSoto, and we drove from southern California to Akron, Ohio. It was helpful for Margery because her sister Eileen and her husband Barney lived in Akron and worked at the B.F. Goodrich Company where I was destined not to work. They had bought a brand new tract house in Akron that was unused on the second floor, and we alighted. That worked pretty well except Margery and Eileen, though sisters, are two different ladies. I got a job.

Well, first of all, I have to tell you about the Goodrich thing. The offer turned from one in Akron to be a trainee essentially in the B.F. Goodrich Construction Company with projects all over the world. In my particular case, my destiny was selected as Saudi Arabia. But there I was in Akron, Margery all of a sudden was pregnant, and I had to turn it down, of course. So I did it. I did not want to depart, and there were no provision for her to come along. She was pregnant, and so that was a bum idea.

We find a house on Jewett Street, Akron, old, two-story, gray painted shingles, husky, the upstairs entered only by the front stairway, no bathroom. The bathroom was downstairs, down the stairway to the entry hall through the living room, through the dining room, through the kitchen to the back porch. So one of the first purchases was a large under bed mug. [laughter]

Mug is not the right word, but you know what I mean. I made a kitchen because the upstairs had a second deck or deck on the same level where all the pipes to the bathroom came straight up or could be brought straight up. So I bought water hot and cold, seldom hot, up, got sheet metal, made a sink, and so we had a place to get water and a place to wash and bought a two-burner electric stove surface, no oven.

I had to find a job. I found a job as an insurance claims adjuster for Travelers Insurance Company on the main street in Akron, constant contact with the human race, true people and false people, a people experience that was worth its weight in gold to me as Marge got heavy and tired. Across the street from Margery's sister's place where we stayed upstairs initially in Akron, there was a doctor, a young doctor named Charles McCulloch who was an M.D. at Akron Hospital. While he was not a pediatrician or a baby doctor, he guided us into the right care for Margery. It was in his quarters, quite nice at the hospital because he was there night and day, he gave me his room when Margery went into labor. Margery will never forgive—and I was not allowed in those days to be a witness to the birth of your child. Margery never forgot, and I think for good reason, that I slept through her travail like the baby she gave birth to. It was Chuck who came in and awakened me with the good news that Kathleen was born and healthy and real.

Chuck subsequently came to California after I had returned to California from Akron, opened practice in Chico, California, and I played golf with him when we visited there several times. Chuck was a very kind, creative, hot-tempered man; golf was a frustration. One scene of him that I remember with clarity is throwing all of his golf clubs into the lake on the Chico golf course. I don't know the name. But at any rate we remained friends but finally drifted apart. That's when I came to Berkeley.

LaBerge

So what brought you from Travelers Insurance back to California?

Kerley

Self-discussion. I reached a conclusion that I owed it to somebody, including myself, to get the education that I really wanted desperately to have.

LaBerge

You had the G.I. Bill, right?

Kerley

Had the G.I. Bill. Without it, it wouldn't have happened. So we drove across the country not in the DeSoto. I sold the DeSoto. The post-war production machine of Chrysler was producing Plymouth sedans. I went down and got on the list to get one. I got one. It cost \$1,248. That is one thousand, two hundred and forty-eight dollars. [laughter] Loaded it with our stuff and our brand new baby and drove across the country to Berkeley.

LaBerge

So you applied or did you just arrive before applying?

Kerley

No, I applied.

LaBerge

Was that the only place you applied?

Kerley

Yes.

LaBerge

How did you decide on Berkeley?

Kerley

Selling peanuts in the stadium, hearing the Campanile bells, walking the ground, looking at students from the time that I was six or seven. It felt like to me the place to be. I did think about going back to take advantage of the scholarship at Occidental in southern California. I wrote and we talked about it, and they were very happy to do so. But something told me to opt for the way we did.

LaBerge

Tell me again how old were you when you started?

Kerley

Twenty-seven.

LaBerge

Twenty-seven.

Kerley

Well, I was twenty-seven in August, and we started in September I'm quite sure. Kathleen was the apple. We got housing in the Richmond Wartime Shipbuilders housing at #10 Maine Avenue, state of Maine, Richmond, just a few blocks from the drugstore which I eventually worked at night. The first of the Mechanics Bank branches, and Eddie Downer, the chairman of the Mechanics Bank is a colleague on the John F. Kennedy University Board of Regents with me. I don't recall him, and he doesn't recall me, but he said he was, at that time, his father had put him in that bank. But we had to rebuild this apartment. It was just awful. But in high school I was a painter. I was an amateur carpenter. I was a furniture maker trainee. So we fixed it up. I fixed it up physically, and it had cracks and leaks and drafts and made a nice place and got enough money to buy a desk, bought a huge plywood desk from the plywood and unfinished furniture store on Telegraph Avenue.

LaBerge

The one that's still there, Gorman's?

Kerley

Gorman's.

LaBerge

My gosh.

Kerley

Rented a trailer and hauled it and had bought a refrigerator at the hardware store on Telegraph Avenue, right near Gorman's or in the same area as Gorman's. It was white. It was new. It was trailered and lugged upstairs with the help of umpteen neighbors. So we had the beginnings. We had one bedroom, one bath. I had a niche where I put the huge desk, and it was from there that I did my homework.

LaBerge

Did the G.I. Bill cover housing or just—

Kerley

No, you just got money.

LaBerge

Oh you got money; so you used it however.

Kerley

Twenty-one dollars, no. As a private, I got twenty-one dollars a month. The G.I. Bill I think in those days was around seventy dollars. We drove the brand new Plymouth into Berkeley at the place in Richmond through the university housing office. I drove the new Plymouth down on University Avenue and sold it for about \$2,600. So I had about a \$1,000 of net gain. I bought a 1940 Chevrolet Coupe and fixed it all up. It had no second seat in the coupe. It was a salesman's coupe. It was called the salesman's model. I painted that blue, of course, with household paint and fixed a little bed for Kathleen so when we traveled she could sit and play back there and also go to sleep. Then that's when I went to work at the university.

LaBerge

So we haven't talked about that on tape at all.

Kerley

No.

LaBerge

You could start with your class, what academic track you were following or your work. So whichever you want to go into.

Kerley

I think we have to go into both. What did I want to do? What did I think of? I wasn't sure. But Berkeley, like most great places, makes it possible for you to be unsure, and with the help of Eric Belquist who was then a professor and associate dean of students and a man named Arleigh Williams, I got some help. So the first year as a freshman was, I would say, the undirected era of the academic endeavor. But around the second middle, as I looked at the world and looked at myself, it looked to me that from an economic point of view and maybe a spiritual point of view, the choice was to go do something in medicine. I concluded that I really couldn't take the time at age twenty-seven to go and do the other things I wanted to do in life and go to medical school. I knew I had a bent for administration and management, which I had come to realize slightly in the army. So I came up with a notion of medical administration, and then there that thought led to

hospital administration because I felt the need to do something positive, not negative, with whatever skills I could put together that would be appropriate.

LaBerge

This was before there was such a program.

Kerley

There was no program. So I went at Eric Belquist's, who was a professor, and I believe it was political science. I'm a little sketchy, but we can look that up. He got me an appointment with Dean [Ewald T.] Grether at the School of Business. I think Greth expected an eighteen-year-old, and he found something different. I told him of my thoughts, and he said we don't offer hospital administration. It wasn't immediate. That kind of ended that conversation, but he was kind and had steel blue eyes, which said I love you.

I've forgotten how we got back together, but either he took the initiative or I. It's not clear to me.

LaBerge

Were you taking classes in the business school anyway?

Kerley

No, because it was in the first two years—

LaBerge

Oh, you can't do that.

Kerley

Well, you can take electives. I was anxious for the language. I was anxious for English. I loved Shakespeare; so I was reveling in those even though the economic twinge of an Irish mind, they didn't seem to add up to money. I remember—it's so easy to talk to you since I remember these things so clear. Just absolutely twinkles. So Greth said, "I'll talk to Chuck Smith." Now [Charles E.] Chuck Smith was then the dean of the School of Public Health, and here we had some academic territorial problems because while there had been some discussions about hospital administration, the turf into which it belongs had not been determined. But both Greth and Chuck were beyond that pettiness. So I met with Dean Smith who became like Greth a lifelong friend. I'm just thinking of the warmth when I talk—[with emotion]

LaBerge

About both of them. Do you want me to turn this off for a bit?

Kerley

I think I'd rather just stumble on.

LaBerge

You're not stumbling.

Kerley

It's up to you. Anyway, to make a long story short or a short story long, [laughter] you make the choice, between those two gentlemen they came up with the notion that they would create a

curriculum, and they would serve on the curriculum board to be my chief mother hens. So that's when we made the decision to go full-boar into pre-med, and as soon as eligible to add in the business school, and I did that.

I was hoping against hope to be Phi Beta Kappa, and I don't blame anybody else but myself for not achieving that. I think I told you before that I graduated with honors but not Phi Beta Kappa, and I don't blame Kathleen for getting whatever she got—

LaBerge

Oh, meningitis.

Kerley

Meningitis.

LaBerge

You told me before.

Kerley

But it made me sit out for a time, but I did it, and I needed a job. I remember graduation day, and of course, I can hear him. We're in the track stadium. Robert Gordon Sproul is pronouncing again that, "By the power of—"

LaBerge

Vested in him.

Kerley

Of the regents vested in him, and I don't know how many thousands of people graduated that day, but it was, I'd say, more than three and less than five thousand. So here we are now. We're in 1951. I'm thirty-one years old. So I went to the placement office.

LaBerge

Now before we go to the placement office, how about if we talk about the jobs, all the jobs that you had on campus because—

Kerley

Well, in order to survive—

LaBerge

Because they're very interesting.

Kerley

I went to the placement office and got a job in the veterinary science department in Strawberry Canyon where the Haas complex—

LaBerge

The swimming complex.

Kerley

Yes. And veterinary science department and the corporation yard of the campus were both there side by side. The veterinary science department was in the typical Berkeley redwood shingled facilities, two-stories along the road up to the top of Strawberry Canyon, Strawberry Canyon Road. There I got the job as part cowboy and part laboratory assistant, which meant chief cruddy dishwasher of laboratory petri dishes and flasks and apparatus. I remember one of the fleeting scenes of standing there doing the washing and the drying as the crowds roared in Memorial Stadium for the football games.

LaBerge

And you couldn't go.

Kerley

I would get in free near the end of the fourth quarter. In the back of the rooting section it was usually disarray; so it was easy to just rattle in and get in there and I did.

LaBerge

Talk about the cowboy part, what that meant.

Kerley

Okay, the cowboy part was at the top of Strawberry Canyon Road just before you reach the bevitron area to the Rad Lab off to the left was what was called the UC Range. It was there that the experimental animals used for research by the professors and the researchers in the veterinary science department kept their stock. That was my job. It really wasn't. It was the job of a man who also worked in the veterinary science department who had a pickup truck, and he was my cowboy boss. So I did the work. He did the telling, and I did the sweating.

LaBerge

He did the telling; not the tilling, the telling. [laughter]

Kerley

The telling. Telling, telling, telling, ordering. Directing. He was nice. He had plenty of other things to do. I'm not trying to demean him. I rather preferred to be out on my own. It gave me a lot of time to run my two-track head to get the animals fed but to think and store and evaluate and aggregate, and I stress that, because it was a real feeling to me then, and it is a real feeling to me now.

LaBerge

You're still doing that in the middle of the night, it sounds like.

Kerley

Every, not every night, not every night, but a lot and not just night. It happens driving. It happens sleeping. It happens all the time. Getting the notion of a capacity or gift or innate whatever to receive, to be able to get, not necessarily to analyze but just to store and let the freedom between those pieces find its own way in your head. It strikes me that that, I'm still struggling with that idea. But it strikes me as real, and I'm struggling also with how to best foster it, how to best emit it, exude it, give it.

[tape change]

LaBerge

Okay. When we turned off the tape. We thought maybe you'd want to talk more about all these things that were going through your mind and that are percolating.

Kerley

This is kind of a synopsis with all its incoherencies that's a flood of a notion—that's what I call the product of the flume of the brain. It's a story about that flume and its similarities and its dissimilarities with hydraulic gold mining and other flume products in that it takes tons of gold ore to get a few ounces of gold. A lot of those thoughts that I'm trying to learn to let the flume work on the tons and look at the gold. Of course, you get what I'm driving at. I'm talking about human things, the qualities of society, peace, calm, nourishment, both intellectual and biochemical of the human. I'm talking about communication of the truth so that false dogma, false intrusions, intrusions of falsehood in the life of a human can be eradicated. I'm trying to define what I mean by peace, and there I mean peace in the world, peace, no war, but the recipe of that peace is, and I won't go into each one of its little alleyways. I'm thinking about a mechanism to have something like that happen in the minds of men and women and birds and bees and animals and trees. I have asked Laura [Brehm] and Buzz Barber, Bradley, Brad Barber—

LaBerge

Is Buzz his nickname?

Kerley

It's my nickname.

LaBerge

I see, for him.

Kerley

Yes. He used it when he was an intern and through college. But when he graduated from law school he thought he should be more formal and went off to join a friend of mine, Clarence Sheps, at Tulane University as a university officer and let everybody know it that he got more hair than he used to have and changed his name to Brad. They are involved with me in these kinds of things, we haven't talked as deeply as you and I, but they're coming to see me when Laura gets back from a long business trip. They are part of my what I'm calling for shorthand "the Kerley gang," the interns and colleagues that we've mentioned just a few along the way.

That group, we met periodically when the spirit moves one of them, and this may sound morbid, but it's real. I'm not going to be available to do what they've done for me and vice versa. I want to give that group because basically they centered on me. I'm comfortable with that with them. But generally I'm not, I don't want, I don't need adulation et cetera, et cetera. I want to give that group a new mission from what they've been doing for the last thirty years to something that they can start, I hope, for eternity. What is that? I want them to adopt that mission and goal of working for peace, nothing else but peace. The university, here's kind of floating thoughts, I

want it now for the moment to involve the alumni association in the raising of money for scholarships in peace—

LaBerge

Peace studies?

Kerley

Peace studies, peace anything. As I said I'll sometimes give you the recipe, the definition of both P-E-A-C-E and P-I-E-C-E-S, which are the things in the mind, the latter. The other, the former, is the hopeful product of the application of the pieces. You with me?

LaBerge

Yes.

Kerley

Okay, the alumni association put its energies into doing the scholarship bit for undergraduates and graduates. The foundation considers doing the rest of a chunk for faculty awards. For the government enterprises, the job of taking people's money and putting it into that effort as opposed to precision missiles and death. The corporate enterprise, to do all of the above but to markedly direct, efficiently direct, effectively direct the effort and technology, the efforts in technologies which will stimulate peace, calm, understanding, love, giving, not necessarily *just to* pinpoint bombs, but certainly at the scale of cost and effort that's equivalent to the destructive creations. You can't lay that straight at industry, but I can think of involving Microsoft, Hewlett Packard, et cetera, in a dedication of the corporate role, which includes the things I'm talking about. I mean that for governments as well.

In talking and thinking about scale and size of the effort, I think as a beginning we should spend enough of human resources including money that we spend on war, spend on defense, spend on any number of other things that's escaping my mind, but I can make a list. We all can do that. I can see the creation of a foundation by my so-called "Kerley gang" with the members of that gang on the board to aid and abet the university foundation, the alumni association and students, people, towards reaching for that goal. It's a lot to ask, but the opportunity for me to share with them and give them thanks. I sometimes think that it sounds too holy—

LaBerge

Too what?

Kerley

Holy. H-O-L-Y. Almost self-serving, maybe too assertive, but nonetheless to me its real. It's a thought to have gotten. The other interesting tie that I would need to explore is with the new Peace Institute at Berkeley, the involvement of not just institute members, but the entire body of faculty, to create the reality that some meaningful fraction of their intellectual, physical energies be focused towards peace, towards communication, towards writings. The university and this little foundation I'm talking about as a leadership body challenge Stanford and Harvard and you name them all to do the same thing and to do it together with credit for none and benefit for all. I've even thought that we ought to change the notion of the Big Game and have the axe be the

symbol of peace. There are other bubbles floating in the air, but I think it's the beginning. Do you?

LaBerge

Yes, I do. Have you floated any of this with Laura and Brad, or are you going to do that when they come?

Kerley

No. You're the first person. I tried last night with Betty, but it was just the wrong time for her, not me. That's okay. But that's what I'm going to do. So I would appreciate if we could have a copy of that portion of the tape.

LaBerge

Yes, I can bring it to the next time.

Kerley

Well, I don't know when I'm going to meet, but it would be helpful because it's, while I'm going to give you a little package, these are random, disconnected, intermittent, unclear, unsophisticated—

LaBerge

They aren't so unclear as you think. They aren't so unclear. So I'll copy this. I'll send it in the mail if we aren't getting together for a while.

Kerley

We're going away, you know, so I thought I could schedule with you.

LaBerge

Do you want to, is this enough?

Kerley

Yes, if we're a good stopping place—

LaBerge

Yes, I think this is a good stopping point.

Interview 4: June 20, 2002

LaBerge

Well, the last time we ended in the middle of your student days at Berkeley and some of your jobs, and we talked about you being a cowboy at Strawberry Canyon, but we didn't then talk about other—Sandy Elberg and other things that you were doing.

Kerley

Yes, well, in that job where I was a part-time cowboy, I think I may have mentioned that I was also the dirty dishwasher, dirty laboratory dishwasher.

LaBerge

That's right.

Kerley

And animal caretaker of small experimental animals. [tape interruption] That was what I have just described, the dirty part, was the experimental animal caretaking, washing culture dishes, petri dishes and test tubes of all dimensions, sizes and colors and listening to the football game going on in the stadium and not being able to be there. I think you recall that the lab for the veterinary science department was on Strawberry Canyon Road just up from the stadium in old shingle-covered two-story wooden buildings typically of the city of Berkeley. Among the other, other than Jake Trom who was kind of the person I worked for a lot on the strain 19 vaccine, along with Bill Madeiros who was a young veterinarian with a research professor's title in the department. He and Jake ran the strain 19 program, and I did a lot of the funky work like the vaginal examination of 150 heifers periodically to determine the rate at which their fetus was growing or not growing. I became a long-armed expert, and I have a marvelous picture of the uniform that I wore to perform that duty.

LaBerge

Oh good. Maybe we can include it in the bio.

Kerley

I'll find it. I haven't found it yet. But anyway, it's a glove, a hand glove which fits all the way through the armpit and down. Then I put on rubber pants and hip boots, and I had some metal in the boots because the heifers and cows were always stepping on my feet as I worked on the south end of them. But that was a wonderful experience. Sandy Elberg had some animals there and Stu Maden had some animals I took care of. Stu was working on foot and mouth disease in swine. So Sandy was working on some immunology experiments in rats, and of course then, I had the 450 heifers up at Davis to mother hen at least every two weeks. So it was a wonderful experience, a lot of driving back and forth to Davis on the old two-lane road along before Highway 80 was born.

LaBerge

Do you want to say something about that strain-19 vaccine?

Kerley

Yes, the strain-19 vaccine that Jacob Trom finally perfected and went on the international market as an absolutely fantastic economic result for the dairy industry because strain-19 vaccine

vaccinated the female cow against brucella abortis. Brucella abortis was an organism which attacked the placenta of the cow and caused the cow to abort, and of course, reproduction of the species is the dynamic of the meat industry and the dairy industry in particular. So it was a tremendous thing. It was developed under a contract with the U.S. Department of Agriculture, and in part my compensation came as cowboy and assistant mudraker from that source. Of course, Stu Maden and Sandy Elberg and A.P. Krueger in bacteriology were among the whole flock of people there, as well as the unbelievable and lovable Jacob Trom.

LaBerge

Did this in some ways kind of go along with your pre-med studies?

Kerley

Well, it didn't hurt it because I got experiences on what I would say is the seamy side of doing work on animals. Of course, human beings are animals and it's just as dirty I think, but I'd never worked on humans. I enjoyed it tremendously. Of course, pre-med at that early stage of pre-med is the usual things, chemistry, physics, calculus. I loved histology because I made up my own dyes and dyed tissue differently than the other people that were out and we would have fun comparing notes. It turned out of course that Stu Maden, veterinarian, not a Ph.D., but got a Ph.D. later and became one of the world's outstanding pathologists. He got a kick out of some of the color combinations that I came up with, which we did up at the lab. I did it up in vet science because if you took histology, you know that you're going to spend umpteen hours in the laboratory, and I couldn't afford to give that much time and still work and get enough money. So the deal was made that I could bring my histology stuff to vet science, and a lot of it is waiting for it to happen. So I could work and do that at the same time. So Stu and I became lifelong friends over histology, and he later gave me my start in raising dogs because he was raising dachshunds.

LaBerge

And that's something you did later?

Kerley

Oh yes, I raised lots of dogs.

LaBerge

I didn't realize that.

Kerley

Yes. So that pretty much did the Strawberry Canyon thing. The barn I think probably nobody knows, it's still there as far as I can tell. I haven't been up there for years. But the barn where the animals were kept up on so-called Big C range was kind of my home base because that's where we stored the hay and kept the animals and fed the animals and the cows. The few cows and heifers we had were out there, and then I had horses, I had to bleed every day and get a liter of fresh horse blood to the life sciences program by nine o'clock and—

LaBerge

What was that for?

Kerley

The horses' blood was used for tissue research in LSB and various departments. It was a thing that we sold. We sold the blood down to LSB and got a little money in to pay our salary. My horses, we had eight, and they knew the routine. I never had to push them. I would simply talk to them and tell them to get in line. And you know who the hell's up today. [laughter] I'd say that in all fairness that they did it right about 90 percent of the time. Sometimes one or two of them would get stubborn and not get in the proper niche. But they had a regular rotation worked out. So I would stick them in the neck in the jugular vein. They would stand still for me. I didn't have to nose tie them, which is grab their nose and hold them against the post, because I tried to get them quiet before I would stick them and talk all the time. I could see these big flashing eyes and lazily blinking at me. It's wonderful to be around animals because they don't talk back.

LaBerge

That's right. [laughter]

Kerley

You can express all of your emotions, and they don't know what the hell you're talking about but they're calm and quiet. It was a wonderful experience.

LaBerge

You can tell in your voice—besides the fact that it was hard work that you enjoyed it.

Kerley

It was hard work but God, most work is hard work.

LaBerge

Well, in addition to this you also were working at the registrar's office, or was that after?

Kerley

That came afterwards. Veterinary science department finally moved lock, stock and barrel to Davis where it had already moved. But these professors were professors that Berkeley then did not want to go to Davis. So the university accommodated them. But eventually they all had to go. So Stu Maden got the job from the veterinary science department of designing the new cow barn or large animal barn I should really call it at Davis. Stu found out that I was a former draftsman for the city engineer of Walnut Creek, and he asked me if I would draft, well turn it out. He told me what he wanted, and I drew it up. That building is standing today.

LaBerge

I've been through it when they've had tours.

Kerley

Yes. Well, I did the drawings, not the working drawings. These are the sketches on which the working drawings were then developed by the contractors and the builders. So that was fun. So Stu and I felt that we had ownership of that building.

LaBerge

It should have your name on it someplace.

Kerley

I think that—

LaBerge

That covers the job?

Kerley

That does a good job for that part of the early days. I think it was three years. I'm quite sure it was. So that when they closed down, I was out of a job. So I went down to placement service and got a job, and I went into the registrar's office as kind of a bookkeeper, accountant, departmental accounting and—

LaBerge

Who were you working for?

Kerley

I'm trying to remember his name. He was a very proper gentleman who always was nattily dressed and about half the time with a bow tie. Got an absolute blank on him. I can see his face. I can't recall his name. We'll work on that. He was my boss, and John Tronoff who later worked for me or with me as the head of the physical plant at Berkeley was the second in command. So really I worked for John. John was a lovely man. I don't know whether he's still alive or not. I haven't seen him for a long time. But eventually he became a very good physical plant manager, and I really enjoyed having him as part of a group that tried to get something done. So that was the beginning of the Tronoffs, and in that job it was departmental accounting, but I found some ways, I found ways by which I could recover a lot of money, which if we let it run, the budget office would peel it off. I learned that from Toni [Antonia] Stockton.

LaBerge

Toni Stockton.

Kerley

You know Toni?

LaBerge

No.

Kerley

Well, she's retired. I'm not sure if she's alive. She one day said, "Bob, don't do it this way. This way we get all the money back." She said, "If you do it this way and it's perfectly legal and I will approve it and then I can give you the money back and you can use it for something else. But you don't have to convince your boss and so forth and so on." So Toni told me that. She was in the budget office and holy President Sproul's budget office. She was a doll baby. I loved her. We had a lot of fun just doing our work. So that was that job. I also had to keep inventory of the supplies downstairs, and I had to make sure that the records, Tronoff was really responsible for the records, but I helped him. When they were accessed, the stuff was replaced and so on. Things could be found again. The requests that we got were very unusual—some people ninety-three years old wanted to know if they got an A in English in 2001 or something. That was a lot of fun.

LaBerge

You were still a student at that point.

Kerley

I was still a senior. Of course, I graduated.

LaBerge

Did you go through the ceremony?

Kerley

Sure.

LaBerge

Did your family come and—?

Kerley

Hell, yes.

LaBerge

Well, tell me about that.

Kerley

Well, that ceremony was what I called at President Sproul's oration chapel. It was in the track stadium. I've forgotten how many people were in it. But I think it was something like 4,000, and I was one of the 4,000. I remember being terribly impressed by the fact that I was handed a diploma, which was a blank piece of paper with a fancy ribbon on it. I wondered why the hell we couldn't work out a system where when you graduated, you got a diploma not two weeks or three weeks later because you needed them in looking for jobs. But the IBM had not saved the world yet. But President Sproul, I can still hear him. "By the authority invested in me by the Regents of the University of California, I now pronounce that you are a doctor of umpty-ump." They would go through the whole routine with thousands of people who would mill around and it was hotter than hell. My grandmother got sick.

LaBerge

So the whole family came, your grandmother and father—

Kerley

Yes, everybody came.

LaBerge

Your wife, you had a daughter by then.

Kerley

Yes. My daughter Kathleen. Yes. My friends John and Louise Eckerdt from Palo Alto, Dr. Eckerdt and his wife.

LaBerge

So what did you think you were going to be doing when you graduated? What was your idea?

Kerley

I really didn't know. Business school graduates at the baccalaureate level had lots of opportunities. We'd all be getting jobs in major corporations. I got offers by simply applying, not even having an interview, from East Bay MUD [Municipal Utility District], PG&E, Pacific Telephone and Telegraph.

But I must say that somewhere in my mind, largely because I think of the war experience, was that I really couldn't get caught up about the profit motive and making money. I knew I had a certain amount of money to satisfy need and to have some fun, but I wasn't interested in starting at General Motors and becoming chairman of the board. Doing good was so far away from, my definition of doing something helpful and good was so far away from the objectives that were announced in the business schools including Berkeley. So that wasn't my thing. Going to work for the university became something that I thought, if I got the right job would be a plus and help me in self-satisfaction and self-attainment. So I was standing in line at the placement office—

LaBerge

Tell me again what year we're—1951.

Kerley

Nineteen fifty-one. A friend of mine was behind me, and it was Ben Lundberg who graduated in pre-vet and was going to go off to Davis. He told me of a job that he had been approached about but that he was going to go to vet school. So he wasn't. I found out about it. It turned out it was Sandy Elberg and Albert P. Kruger, Stu Maden—

LaBerge

People you knew.

Kerley

Yes. It was a job at the naval biological laboratory in the Oakland Navy Base. Naval Supply Center was what it was called. It was a contract between the army and the navy and the University of California at Berkeley for the conduct of biological warfare research. Of course, it was super-duper top secret, and it was well guarded down there. We had a Quonset hut at the west end of LSB, which I now think has been removed with the addition to LSB. That was the NMRU1. It was Naval Medical Research Unit number one. It was a research activity in the navy conducted in that Quonset hut, and then when a big push of expenditure came, they maintained that Quonset hut for unclassified work and moved all classified work to the Naval Supply Center in Oakland.

I was given the job really because I like research. I like trying to help people who are doing research. So I was the business manger of that laboratory. I had a budget. I'll have to look it up, but in today's world it would seem like nothing. But I think it was around a million and a half. We had quite a group of people. Marvelous researchers, Walter Lief, L-I-E-F, Mark Shatini an engineer, Lenny Goldberg who invented the bagel. Some day I'll tell you what the bagel is. It's not a bagel.

LaBerge

Okay.

Kerley

It was a code name for the invention. We were all down there, and A. P. Kruger, the guy who was in bacteriology, and Sandy. Stu Maden was a full-time employee there. He went down and got into that work. A.P. was, of course, a professor of bacteriology as was Sandy. A.P. was the director. Dr. Kruger, marvelous man. Sandy and he were kind of co-directors, I believe. So they were responsible for the design and execution of the research. But they had a man named H.M.S. Watkins, Harry Mitchell Sherman Watkins, who was a great guy, had a hard time having fun, was dead serious all the time. I spent most of the time in my job then trying to make Harry Mitchell Sherman smile. But he was a good boss. He was demanding. He was fair. He was articulate as hell. He was a goddamned good scientist. I learned a lot from him. I learned a lot of things that you shouldn't do as a manager in your relationship with folks around you. But I admired him tremendously and enjoyed him. Sometimes I'd just have to explode because we'd go to Washington to [phone—tape interruption]

LaBerge

And what you learned.

Kerley

Oh well, we had to go to Washington, D.C., and make presentations for program support, and since I put the numbers together and Harry Mitchell Sherman Watkins put the program together, we could do a duet and do it effectively. So we'd make our presentation to both the navy and to the army because they were jointly financing the program. I had to be a foil for Harry Mitchell Sherman from time to time just to keep things from falling apart because he had a knack of annoying people. Then I would get tired of his annoying people, and I having to find a way to unannoy them. I would unload and go on to the next event where another would unload at a later time. I must say I did learn much and certainly I wasn't very effective in changing Watkins' behavior. But I loved him anyway. He would do anything for you. He's a very kind man. So that went on for quite a while.

Then I— Sedge Thompson who was in the business office at Berkeley, and I had relatively little to do with the business office in Berkeley in my job at the Naval Supply Center.

LaBerge

Because you were—

Kerley

Off campus. We were top secret. So Sedge Thompson left to become vice chancellor at Santa Barbara for business. That left, the man who had been business manager [phone—tape interruption]

LaBerge

Before we go on—1950-51 was when the loyalty oath controversy was going on. I just want to know your perception, both as a student and then as an employee of what that was and what your view on that—you probably had to take that.

Kerley

Yes, well I know what it was. It was the loyalty oath. It was a requirement to be placed on state employees, and then I think particularly the university professors. I paid attention to it as a student. I knew it was occurring. It was not a major thing in my life. When I became an employee, which was shortly thereafter, it was very clear to me how I felt about it. I felt the law was unconstitutional, should not have been enacted and should not be enforced, and I haven't changed one iota in the last 9,000 years on that subject. That's not the way to, it is not an effective way by which you get what you're seeking. So that, I think in a nutshell is—to me it was a very real problem. Some people belittled it because they didn't want to deal with it. To me it was a very serious problem for a great university to have to deal with.

LaBerge

And supposedly had repercussions all along the way through the Free Speech Movement for some of the professors who refused to take it or for different people's views on it in relationships with other people.

Kerley

I know there was some fuss about that, but I don't think that was a dominant set of events, but I may have been oblivious to that.

LaBerge

Well, let's go back to your jobs. Sedge Thompson had gone to Santa Barbara.

Kerley

Sedge went to Santa Barbara as vice chancellor there on that new campus. I think I will just digress a moment to say those days the campuses, campus people seemed to be a lot closer together and mutually interested in the others' things. When Sedge went down there, he put out a call because the residence halls at Santa Barbara were being completed late, and the students were going to be showing up, and they were not going to be completed. So at least a hundred of us showed up down there putting up toilet paper holders, soap dishes, Venetian blinds.

LaBerge

Oh my gosh.

Kerley

We did it on weekends. We'd all piled in cars and drive down there and drive up there from UCLA. There was a restaurant at the Santa Barbara airport that made terrific hamburgers, and there was also a bar, and Sedge was an attendee at that bar. So he would get the food going, and the people in the food service were doing just everything. That's the way it worked. So that was—

LaBerge

That's a wonderful picture of the camaraderie.

Kerley

Which is now, I think a lot of it is still there, but it never seemed to me even as late as retirement that it had grown. Kind of everybody went off in their own little situation, and the only time you could get support was usually on negative things that I wasn't interested in.

LaBerge

So Sedge is leaving. What did that—

Kerley

So I go into the business office. We're doing the regular thing. We have the physical plant. We've got—

LaBerge

What was your job?

Kerley

I was to be a part-time assistant business manager with no compensation, no additional compensation over my job at the lab.

LaBerge

Oh you're kidding. Okay.

Kerley

At the laboratory doing my thing, but it was clear that I was going to leave, so I told Harry we ought to look for someone to take my place. On the twenty-seventh of this month, Hal Thompson was coming to dinner. He came out of the Korean War, and we hired him into the lab as my assistant. Then I cut my time down and Hal filled in, and I went up [to campus] and eventually went full-time in the business office. But I kept helping out and helping the lab all along until Hal was perfectly competent and later went to UCLA and became assistant business manager. He was really wonderful guy. The world's expert on parking structures. He had built and operated more parking structures than anybody in higher education and probably will be, that will always be. He did a lot of other wonderful things, but everybody remembers Hal as having 14,000 parking spaces. In fact the other day I called him up to find out how many they had now because I'm dealing with that in some of my JFK stuff and trying to get current on what those costs are. He said, "Nobody's asked me that question in fifteen years and I don't know, but I'll find out." So he sends me an email with every goddamned detail.

So okay, so now I'm there in the business office full time. Physical plant management is a big item. Everything is a big item. The business office is a large operation. The former business manager had retired and man named Bill Norton who was acting business manager who had been involved in managing the dormitories with—of course at that time we didn't have very many food services. He had some personality quirks that were difficult. He was not a good manager and something, but he stayed on and then finally he left because Clark Kerr didn't want him around. So I inherited. I was the only one in the office along with some wonderful gals who did yeoman work to keep the goddamned thing working.

Then along comes Bill Monahan who was appointed by the regents at Clark Kerr's recommendation, and at the day of his appointment, the ASUC offices were in deep trouble, and the chancellor asked him to go over and take over the ASUC. Remember in those days the football program was a part of the ASUC. The other men's, all men's sports. So he did that. So Bill never really moved in, he moved into the office with his ink well and so forth, but he never put his butt in the chair to speak of. So they asked me if I would act as—. I had gotten a small

increase in moving into the office. So this is complicated, but this is the way it worked out. The university had gastritis over giving me an additional increment on a temporary basis. So it worked out that the ASUC would pay Monahan. He would continue to get his university pay, and he would give me part of his pay, and I got it in cash.

LaBerge

I see. Now what was his title?

Kerley

He was business manager.

LaBerge

And you were assistant business manager. So essentially you reported to him.

Kerley

Yes. But he wasn't there.

LaBerge

Wasn't there. [laughter]

Kerley

I was there.

LaBerge

Who did he report to who was the next person?

Kerley

Kerr.

LaBerge

So then essentially you were reporting to Kerr.

Kerley

That was the theory.

LaBerge

I was going to say, if that were only the theory, how did it really work?

Kerley

Well, I think you'd have to understand that Clark Kerr has a management style. It's not mine. It was his. He prefers apparently, and I think he's been pretty consistent in this in my observation. I don't find this a negative statement. I just find it a statement of what it is. He surrounded himself with women. I think he was far more comfortable with women than he was with men. So Gloria Copeland and those gals became very, very influential, and they saw their role as to protect him from everybody and everything. I have no idea because I was never present in his relationships with them, but that's the way it appeared to me. So if I wanted to say something to Kerr orally or in writing, I did it through Gloria. Then periodically we would have a meeting between me and the chancellor for the exchange of information and directions. So that's just the way that worked.

Eugene C. Lee was in the office then, professor of political science. You know Gene. Deeply involved in the relationships with Sacramento so forth and so on, understanding how the legislature works. Jim Corley in system-wide was still the lobbyist in Sacramento for the university. So I had avenues, but at that time there was this tremendous growth of paper flow through the business office that had not been there before. That was the application for federal research dollars. Since I had been doing a similar thing at the laboratory and down at the Naval Supply Center, I knew how that worked. I knew it was lousy. So that's why I got involved in the national organizations to try and work out a better way to do business then because it was obvious with the appropriations in health and in atomic energy and in NASA at that time—it wasn't called NASA it was called something else, National Aeronautics Committee or something—the money was there. So that became something that occupied my time and tied me with the faculty members who were pursuing these federal research dollars.

LaBerge

Anyone in particular you want to talk about, please mention.

Kerley

Oh, everybody.

LaBerge

Mostly the scientists.

Kerley

Oh sure. Sure. One I loved and still do is Nello Pace. Nello was a physiologist. He's the so-called high altitude physiologist. He had opportunities for research money to help the military understand what happens to people who try to live through high altitude situations whether they are real on top of a mountain or manufactured in a lab. Nello's, Nello Pace I called him. He had his high altitude research activity, and he was anxious to get it placed on White Mountain in California. I won't go into all of it because it's a very long and wonderful story. But I have learned to work the feds for excess material. I don't care what it was, a truck, bus, 10,000 sheets of stainless steel. It could be made into scientific equipment. When I was down at the naval biological laboratory, I got enough land to store all this junk, and I hired a young lady to go through the detail of the publications where the government was saying, "We've got all this stuff. Come and get it. It's free. We'll even ship it to you". So that, that little combination worked out so that Nello got a lot of stuff up on the hill that came from the navy and the army and the air force.

He built the 10,000-foot station. He built the 12,000-foot station. He and I made a presentation to the National Science Foundation and got money to build a research facility at 14,200 and some odd altitude feet. At that time the university garage was buying Studebakers, Studebaker automobiles. If you go up to Nello's laboratory, along the way there's a place called Studebaker Flat, which was as far as the Studebakers would go. You had to get out and get into a Jeep or something. We had a marvelous time. Out there I helped put the concrete floor in the 12,000-foot station, and you became an experimental item to Nello. You peed in a bottle. You bled in a tube. You rested every fifteen minutes. He was using you as experimental animals pushing concrete into forms and smoothing it out.

I'll just go into one more thing. Nello wanted to have a helicopter. Well, they didn't have helicopters that went 14,000 feet. But finally they did. I got one earlier that went to 10,000 feet but it was scary. But at any rate eventually, I got him a helicopter, and it's a long way down there. You have to go to Tahoe and go down [Highway] 395, and the White Mountain is down there quite a ways. Then you have to go up the mountain. But at any rate, having a helicopter was marvelous. Although I only rode in it once, and I rode down in it not up. So Nello would have us come up, and we enjoyed one another as friends, and he liked the support and things we were able to do. You can't solve everybody's problem on campus. So I always tried to do what I could in a few areas rather than trying to be a phony to everybody. So that's an example of what happened in that period in the business office.

LaBerge

That you were working on these grants.

Kerley

Yes. And I was going to Washington, in fact that's when I really started to see the need for a place in Washington. For example with NASA, the money was there. The program ideas were there, but the application forms weren't there, hadn't gotten around to. So Molly Palmer was my secretary back there and a bunch of people in NASA who were kind of underlings. We all got together at my apartment house in Washington, D.C., and went down to the ditto machine department and made application forms, which were adopted. That gave Berkeley and the rest of the campuses an early option because nobody else submitted any applications. We made up our own applications. It was eventually substantially used by NASA.

LaBerge

Now was this before you actually lived in Washington? This was when you were going back and forth.

Kerley

For the transition.

LaBerge

Because you said you had an apartment there.

Kerley

That was later. But in the early days we did it in a hotel room. I always stayed at the Statler Hilton because the guy that runs Statler Hilton in Washington was a fraternity brother of Jim Corley and a Cal Bear. He used to give the university a room in the Statler Hilton at Sixteenth and K for six dollars a night. The only thing that I ever remember with fun or outstandingly fun were my comments to Herb. I'll get his last name. I said, "Herb, the room is six dollars a night and I really appreciate it. But I have to go out in the hallway to lean over and tie my shoes." [laughter] The bed would stick out there close to the wall, your head would hit the wall and hit the window as you were trying to tie your shoes. He never forgot that. What Herb did every year for years, before I ever showed up, he had in the Statler Hilton in Washington. He had the Big Game piped in by radio, and he would get people all the way up and down the Atlantic coast who were Golden Bears who would show up and fill up his hotel. So it was a good memory.

So okay, so we're doing all these contract and grants stuff, and of course, along the way the big guys who were after that money were some of our Nobel Laureates. So I had a lot of fun with Melvin Calvin and that's not an easy thing to do. [laughter] He was so focused that I think sometimes he didn't know where he was. He was working on the thing for which he eventually got the Nobel and he wanted this building. He had designed that round building and he was going to get that, and we were having trouble getting all the money. I had some of the money. He had done most of the work, but I remember the day that he got his Nobel, there was one conversation eventually with him, he called me and I said, "Calvin, stop doing what you're doing and call the National Science Foundation," or words to that effect. I think we needed four hundred and some odd thousand dollars, which seems like nothing now. Anyway, I think they called him, but the money was there the next day. So that's kind of an anecdote around.

Wendell Stanley, I got to know him. What a wonderful fabulous person. There isn't any question in my mind that he identified with the viruses. He named it. He told everybody in the world what its part were if there were any and was a hell of a guy. We had a lot of fun together because we discovered that he was a nut on baseball statistics, and I had a memory that remembered them. So I would be, I'll give you this one. Something like this. I may be manufacturing part of it. But anyway, I know I'm at the Faculty Club. I know I get a phone call and they tell me that Wendell Stanley is calling me. The gal in the office is running out to tell me. I go in there, and I expect some earthshaking question about the whole world of viruses and he says, "I'm in a conversation and I've got to have this information." I said, "Well, what is it?" He said, "Who played second base in the New York Yankees in 1927?" [laughter]

LaBerge

Did you know the answer?

Kerley

Hell, yes.

LaBerge

Who was it?

Kerley

Tony Lazari.

LaBerge

That is so funny. It's great. It makes these people human.

Kerley

Well, Glenn Seaborg was an interesting Nobel Laureate when he was chancellor. I was then, still the acting business manager that had not been anointed by Kerr, had essentially been ignored. But at any rate my first meeting with Glenn was to sit down in his office, and I had a list of things I thought he ought to know about and kind of a rundown of what we were working on. It was kind of a summary of activity. I noticed that he had his famous yellow tablet, which was legal-sized and has lines and is glued up on the top, and he keeps rolling the pages over. When you would say something, he faithfully in his scientific method wanted to write it down. That

first meeting I think we covered three percent of the list because most of the time he was writing things down, and then we would go onto the next item, and he would, I would wait—

LaBerge

While he would write it down.

Kerley

Well, we tried that a couple of times more in futility. Then I finally said, “This isn’t working.” So we decided not to meet that I would simply tell him in writing so he wouldn’t have to write it down. So I did that. I cut down the volume because I think Glenn was a good administrator. He didn’t want copious detail, and I didn’t want him to know. That was my department. It was an interesting relationship, I think, strained, and I never knew why. But I think it’s fair to say some people in the faculty and other people who are not faculty worry a little bit about administrators who maybe had more power than they had brains. It’s fair to have a concern about that. I’ve had it myself several times.

LaBerge

You mean in relation to you.

Kerley

Yes.

LaBerge

I see.

Kerley

I tried to understand that kind of aloofness.

LaBerge

It wasn’t necessarily to you. It might have been to anybody in your position.

Kerley

Anybody. I never took it personally. I’ll tell you one little wonderful scene with Seaborg. As acting business manager I had been given a car out at the garage, which I could take home and commute in and—

LaBerge

A Studebaker? No.

Kerley

No. Chevrolet, it was Harry Wellman’s used car I used to call it. Harry Wellman was then the vice president, and he kept his car a year or two, and then they came back to the garage. I liked that car, and it had very few miles on it. So I told Ray who ran the garage for me, “Don’t buy me a used car, give me Harry’s. Harry’s used car.” So he did, and I came out of my office in Dwinelle Hall, and I had a young lady who has red hair, had red hair—I don’t know what color it is now—who worked for my secretary, Joyce Frizere. She was kind of the stenographer, and she wanted a lift on my way home over near Fernwald Dormitory. So she was with me, and Glenn came down the hallway looking very much like Abraham Lincoln, and he has under his arms

huge books, which I recognize immediately as anatomy books and medical books, thick, big [motioning], not eight and a half by eleven—fifteen by twenty. Big books. And it was quite a load. I said to Glenn, “What in the world are you carrying home? Strange looking batch of homework.” He said, “I’m studying the anatomy of the female and learning, I want to give birth and be the birth person for all of my kids.”

LaBerge

Well, I’ll be darned.

Kerley

And he did it.

LaBerge

My gosh.

Kerley

I think one child was born, he decided after the first one that he wanted to be involved. I think he helped his wife on all the rest of them.

LaBerge

My gosh.

Kerley

That to me is a wonderful—

LaBerge

That is a wonderful story. He has about six, I think. Aren’t there six? Yes. My gosh.

Kerley

They lived in Lafayette. It wasn’t a happy relationship, Kerley’s and Seaborg’s. I was not happy because here now it was going on two years, and I was acting business manager and doing the work, not getting paid for it. I didn’t get paid for the work I’d done before, not adequately, not evenly or squarely. I wasn’t asking, I never asked for anything except equity. So I was quite upset, and finally I think I gave you a copy of the letter that I wrote, which was a resignation and what I thought needed to be done to salvage the business function, because it was ragged. But there was no hearing on that. Kerr never would talk. Seaborg never said a word. I said, I have done, I’m just not getting anywhere here, and I don’t know why because I think the product of the work is improving. We’re getting an organization together. So I decided I was just going to go look for a job and I did.

LaBerge

So you resigned before you had a new job.

Kerley

No, I got the new job, and then I resigned.

LaBerge

But in the meantime you were doing all the work. You were doing the job without the title and without the—

Kerley

Without the title, without the money.

LaBerge

And never heard from Clark Kerr that hey, you're doing a great job, keep it up, thank you, nothing.

Kerley

Never. Well, Clark was off. He was now president, and he had a vision for the university, which he thought was his, and I'm sure it was. I think the legislature had their vision. I think we were extremely lucky to have Jim Corley who had the legislature not in his hands because Jim wasn't that kind of person. Jim had, his principal mark in Sacramento was integrity to represent the university vigorously, but not inately and not insanely. All those dynamics that I admired in Jim tremendously, and he encouraged me to do things with him in Sacramento, which I did for no pay because I learned an awful lot.

LaBerge

Tell me about that, because earlier, before we had the tape on, you told me a little bit about that. Didn't he give you opportunities that you thought helped you later?

Kerley

He and Underhill did both. Robert Underhill was the treasurer, and I said I wanted to learn portfolio management, investment management because I thought the role of treasurer was an important one, and I knew nothing except what I read in the *Wall Street Journal*. So Bob gave me kind of simple opportunities, but they were good. Then of course, he and I were friends and we struck it up to go to the Army-Navy game in Philadelphia every year, and Bob could always get the tickets because the brokerage that did business with the university loaded him up with anything he wanted. So we would go back and go to the Army-Navy game together once a year, and then we did a lot of things. In those days I was going to the regents' meetings because I was the business manager of campus, even though I was the acting business manager of the campus. So you're there with the Wellmans, the Underhills, the Corleys and all the administrative arm of the system that existed at that time. So Bob was the, he was great. He gave me a chance to learn stuff. He sent me tons—

[break in recording]

When I went to New York University, in six months I knew it was a mistake. I made a mistake. I resigned. I came back. I didn't have a job. So Jim Corley asked me if I would come to work with him to design the decentralization of the contract and grant operation of the university system. I said only if Clark Kerr, who was then the president and his boss, knows about it and agrees to it, because I don't want to get into anything that Kerr doesn't invite me to or at least accept. So that happened and I did that.

LaBerge

Before that, did you, New York University is the job you took when you resigned as the acting business director—

Kerley

Yes.

LaBerge

Perfect.

Kerley

Yes, I was business manager at New York University. That was the title. Pay was something in the order of twice what I was making at Berkeley. Living in New York never happened because I never stayed there long, although I did buy a house and then I had to sell it.

LaBerge

Did you buy a house and take your family?

Kerley

No, I did not move the family because it made no sense, because I learned early on that my boss at New York University, when we talked about a job existing for me, he was doing the job.

LaBerge

I see. Who was your boss, the president?

Kerley

No, it was the vice president for business affairs and treasurer, George—I've got a block on him because he's—

LaBerge

It was unpleasant. You can still fill it in in the transcript if you remember it, if you remember it.

Kerley

Yes.

LaBerge

So you were only there for six months. Okay. Now one of the things I've gotten written down about Bob Underhill was something about Shell Oil and the state of Washington.

Kerley

Yes, one of the things that Bob said was, "We're probably going to sign a contract with the Shell Oil company to take pension funds and invest in gas stations owned by Shell." It would be a straight investment kind of undertaking, but that he wanted me, if I was willing to do it, to check some of the locations. So I did that. I remember, let's see, where was that, splash out of my mind. Anyway, I'd go by the Shell station. I remember that one and now I can't even remember where the hell it is. So it was that kind of thing. Plus Bob was a great dominoes player. I think I said last time, maybe not, the reason he was a great dominoes player is he could add faster more

wrongly than anybody I ever saw and with such authoritarian tones that hardly anybody ever challenged him except me. He would go to the Faculty Club and dash right to the table.

LaBerge

Is there a special table for dominoes there?

Kerley

There used to be. Yes. Yes. Yes, what it was to me was I was looking for opportunities to become more capable in dealing with that side of the business in higher education. Corley helped me a lot, not technically, but he had more love than sometimes he had good sense. Wonderful guy. He did more for the University of California for which he never really got credit except in the hearts of the guys who were in the legislature. They just admired him. When Jim Corley said yes, he meant yes. When he said no, he meant no. He knew how to talk their language, and there was no bullshit. They loved him. Kerr simply couldn't cut it with them.

LaBerge

Now, what did you think about Kerr's decentralization—not just, you were talking about it as far as contracts and grants, but what about the whole university issue?

Kerley

It had to be done. Clark Kerr, anybody who had common sense about that organization would see the opportunity to do things better, do them more efficiently and to give more recognition at point of action down so everything didn't have to travel. I think Bob Sproul had his small black book. I think he tried to keep using a management system that was overwhelmed. I'll just give you one little anecdotal notion about that. His secretary, you know the one I'm talking about—

LaBerge

Agnes Robb.

Kerley

Agnes. She and I became good friends because whenever Bob Sproul needed something it got done. She didn't have to force her way around. So I became the vehicle through which the niceties of personal associations occur. We stayed friends forever after Bob retired, after he died. Betty and I would still go to Lake Merritt to the club to have dinner with her.

LaBerge

Agnes.

Kerley

She lived down there near my mother. My mother lived down there for a while. But they were, she and my mother were not a good mix. Anyway, so I'm coming up with an example with what was wrong with the system. It was overwhelmed. I'd go in the president's office on the second floor of Sproul. Agnes is on her hands and knees and her filing system was along the wall in stacks and all the way around the room and out into the hallway and in her office trying to keep up with what they required to flow in for his holy water treatments.

LaBerge

[laughter] That's a good—

Kerley

It wasn't very hard to conclude there was something wrong with this system. I'll tell you a byproduct of it. So I'm sitting over there in Dwinelle Hall, and then later I'm over in Sproul Hall in the basement, and I get a letter from PG&E saying, "If you don't pay your bill, we're going to shut the juice off to the campus." Now this comes by Western Union. It was not a letter in the U.S. Mail. My bills, we'd used the energy. PG&E had recorded it. They had billed us, but they couldn't get through the budget officer because he was seeing every goddamned bill. So I sent a wire to Sproul—so it has to be somewhere—enclosing the language that I had in my wire, and I said, "As far as I'm concerned, I've done everything I can do to get this bill paid and it hasn't happened. I suggest that I'm going to have to tell somebody else that it's your office." I sent a copy to President Sproul—"and you'd better pay the goddamned bill or you won't have any electricity in your office to run the adding machines." We finally got it done.

So certainly Kerr was right. Kerr's not alone in being right. I mean, he was correct in getting on with it. That was a necessary thing to do. It was done pretty well, I thought. Frankly, the chancellors needed to be more able to feel more accountable for their own show. So I don't agree with everything that Clark Kerr did, but I certainly had no criticism of that. In fact if anything, I would've been happier to see it happen faster and better. So yes.

LaBerge

So about what year did you go to New York University? I don't have that down.

Kerley

Do you have that letter?

LaBerge

I have it someplace. Maybe I'll dig it out another time.

Kerley

It's kind of orange color, tissue.

LaBerge

Here we go.

Kerley

Yes, that's it.

LaBerge

There you go. 1960. Okay. So right before the Free Speech Movement and everything.

Kerley

Yes, by the time that '64 came along, I was already in Kentucky. I left. Because when I went to New York University, I stayed six months. I came back. I went to system-wide and almost immediately opened the office in Washington, and I went back to do that. I use the word "lobbyist" to describe it because people understand that, but I never saw it as a lobbying function. Gene Lee when he was working with the state government had it right. So I thought, why don't we use Gene's idea with respect to the federal process? So what I said was, let us tell our California delegation, remind them that the University of California and all its locations, it's

available to them to help them do their job, and that I want to provide the mechanism by which they get the kind of support and information if we can provide it. So that was the approach. Alongside of that was this bouncing baby of the research dollar, which was getting big and fat and roly-poly and more money than you can imagine. So there wasn't really much guidance from the board or from Kerr.

LaBerge

Were you there by yourself?

Kerley

Yes. Well, I had Molly, Molly Palmer who—

LaBerge

Who came with you.

Kerley

No, she had worked for Jim in Sacramento, and then she went to Washington and got a job, similar to her job at Sacramento, helping I've forgotten who, a senator or a congressman. I don't remember. I called her up and asked her if she wanted the job. Then I proceeded to break every rule that Marge Woolman ever made to get the office. For a year I worked off the bed in the Statler Hilton Hotel where I couldn't bend over to tie my shoes. Communications were terrible. The hotel operators didn't give a damn. The messages were garbled or not even given. So I told Jim that if we're really going to do this, let's do it right. So I started with all of my friends, Harvard guys and MIT guys, and I said, "I'm looking for an office in Washington, D.C. If you can help, be in touch." Well, Paul Cusick from MIT calls me, he says, "We've got a professor down there who didn't get his money renewed, and he's got an office, and he's got a lease if you want it." He says, "I'll finance half of it for you because otherwise I'm going to have to pay for it all." Paul was a great friend of mine.

LaBerge

This is so funny. Yesterday I interviewed Cornelius Hopper. Do you know Dr. Hopper? He was vice president.

Kerley

Yes.

LaBerge

He brought up that same name.

Kerley

Paul? Yes.

LaBerge

Isn't that—they worked together somehow.

Kerley

Well, anyway so I got this office, and it was just exactly right. It was an entry door. There were two desks inside there, there was a door coming into my office, and there was a big office there, and I had to have a little conference table and a desk.

LaBerge

And where was it?

Kerley

Sixteenth and K in the RCA Building. So I signed the lease. I sent it out to Bob Underhill because real estate was under him, and I said, "Bob, I had to do this. I know I shouldn't have done it. I know I have no authority to do it. But I did it." [laughter] He turns it over to Marge Woolman because the lease has to be recorded and blah, blah, blah, blah, blah. Marjorie, it seems to me there was some delay in getting—

LaBerge

For the record, I want to say Marjorie was the secretary of the regents.

Kerley

Yes, she was. She was a marine major, and I was an army major. So we used to, I kept telling her that I outranked her because I had been a major longer than she had. So we had a good way to get started, and then Betty got involved in the contract and grant business along the way and ran into Marjorie on the same kind of issues.

LaBerge

That's funny. So when did you then get an apartment?

Kerley

After about the first year. I got an apartment right near the circle—

LaBerge

DuPont?

Kerley

DuPont Circle, and of course, it was near the American Council on Education and Land Grant Association were all over there. So I had very good walking connections.

LaBerge

So were you the first person, were you the one who started the UC office in Washington? You set up the whole protocol—whatever they're doing now, you started?

Kerley

Whatever we did. We did the kind of thing I'm talking about, and some of the legislators took it seriously and took advantage of us. Some of them did not. I tried to do some social things. I gave Molly the job of doing social things with the California delegation staffs and office, and so she would set up things, and I would come. We'd have potlucks in different offices of the California delegation people, particularly the Berkeley people. I got to know everybody. At the same time I

felt an obligation to know all the legislators. I didn't overwork that. But I did work on it. I felt an obligation to get to know the key people who were major money sources.

LaBerge

You mean outside of the legislature.

Kerley

Yes, in the agencies.

LaBerge

So how did you go about doing that?

Kerley

Went there and told them we were here. I knew I had already done the homework on what relationships we had, and I said no sense in you people trying to call here and there. If you've got an issue with any of these functions, let us handle it for you. Everybody will get faster connections. So that grew into having cocktail parties at my apartment. I had gotten the guy at Trader Vic's and the Statler Hilton Hotel, the Chinese man who had worked in the Oakland place, and I knew him because Jim Corley always used it. He started doing catering for me. Don't get the notion that I'm spending millions of dollars. It wasn't that way at all. It was low key, and it was things that people got to enjoy. They looked forward to it. Then you could call people, and then I got very close with Tom. The State of California and Pat Brown's [Governor Edmund G. Brown, Sr.] office was in the same building on Sixteenth and K. Tom Bendorff was in charge of that operation then and now lives in North Dakota. He has eight kids. He was in Betty's high school class at Piedmont. So when they have their reunions, we see Tom come out of North Dakota. I always ask him, "Why did you move to North Dakota from Washington, D.C.?" His answer was just exactly what I explained. "I couldn't afford to live in Washington, D.C., with my kids."

LaBerge

Eight kids.

Kerley

So that whole circle began to work. Of course then Glenn Seaborg was chairman of the Atomic Energy Commission. In that role I became more and more involved with the rad lab and with Los Alamos and Livermore, and I used to make trips to Mexico, along with Bill Douglas who was a lawyer at the rad lab at Berkeley, Mark Owens who was the general counsel for those matters, those AEC matters. I remember one that I always thought was very much fun. The world policy had changed. We decided that it was no longer good taste to shoot off atom bombs in the atmosphere. So we're going to shoot them off underground as if that really is, well, it's important.

Okay, so to go up there to Alamogordo to the base and the test sites. The places that were most economic to go in the ground were to go into a side of a mountain, drill a hole and then go down vertically. Then you've got all that dirt on top of these explosions. Well, the issue was—I think you'll love this—the guys who drill the holes horizontally are miners. The guys who drill holes vertically are well diggers. So what happens at the corner when you're digging a hole and you

get to the corner, who's in charge as a labor union? That battle, that ridiculous battle went on forever. I finally settled it, but it was—

LaBerge

Oh my gosh. Which mountain were you using?

Kerley

I can't remember. I don't remember the particular mountain. Let me tell you another one. Another major labor relations issue, and that was what I was supposed to handle, along with the labor relations people and the unions and the rad lab and so forth. I was representing the regents. The other issue and this was an important one. I mean it wasn't so graphic. The unions wanted in laying out the tests and the connections of wires and tunnels and so forth, the unions, the rad labs and the science had kept the unions on the outer rim. The technical assistance of the scientists, like guys who run wrenches and so forth, were not in the union. So the union was always trying to close the circle, and the scientists were always trying to retain the circle. So there you had the conflict pressure which I observed. You have to understand what the conditions were there. You get up in bed at Las Vegas, and you get on a bus. You drive fifty-eight miles to Mercury in the bus or you drive in a car, and then you're in a little town called Mercury, and it's on the edge of this huge test site. Your work site might be five hours from Mercury. So you're already seven hours in a bus getting to work and then coming home, so around Mercury we tried to build some temporary housing, trailer housing. We didn't try; we did. We bought it so that people could be relieved and sleep and be more effective. But you go out to these test sites and I went out to many of them, and they have to be way far away from anything because so much gas is going to be burned up, and we were testing rocket fuels and so forth. They were; I wasn't. But it was a very interesting game. The scientists were absolutely unrelenting. The unions were unrelentingly aggressive. It was an interesting thing to try to mediate. It wasn't earthshaking.

I'll tell you this one final incident, which tied into my life. We were at Los Alamos, and they're trying atomic warheads in field artillery pieces. As an old artilleryman I was interested in that, and I went to the site where they were setting up this gun, and they were going to shoot across the valley quite a ways. I know, it was a 105 Howitzer, and I had fired thousands of rounds through one of those. They had locked the tube down so that it wouldn't possibly go sideways or up and down. But I thought everything, I didn't try to inspect it. That was not my job. But at any rate they fired it. As happened to me in firing World War I guns, the rounds would do what we would call tumble. The muzzle velocity would never be enough to thrust them. So they would come out at a lower rate if they came out at all, didn't blow up the gun. They would tumble in the air and fall short. Well, so then that happened. So there's this huge hunting party to find this damned thing and down, down, down. I didn't, I said that's not my department. But they finally, they didn't put a thing on it to beep so you could find it if that happened. So it was a matter of scratching ground all the way down. But they finally did find it. So they wanted to know what I thought about that and I said, "Did anybody check the age of the propellant material?" They didn't have an artillery manual within forty miles. At any rate that was it.

LaBerge

And you were doing this as part of your job in Washington?

Kerley

I was doing it as part of my job there and here.

LaBerge

There and here, okay. Okay.

Kerley

In the system.

LaBerge

In the system, right. Not necessarily Berkeley. I mean, it wasn't—

Kerley

Not at all Berkeley.

LaBerge

It was the system. Well, how, were you the lone ranger or did you have other people besides Molly working for you? Was it just you and Molly?

Kerley

Yes. Well, and Jim Corley's office back here. No, we didn't need—

LaBerge

So you were just communicating back and forth by phone?

Kerley

I came home every week.

LaBerge

Oh you did. Okay.

Kerley

Well, I had a family. So I used to leave the bus at the Statler Hilton, which was two blocks from my office, go to Dulles, fly nonstop to San Francisco, get my car out of valet parking, drive—. I had a convertible Volkswagen. It was beautiful cream and had pink vinyl on the inside, and it had a dark brown top. [laughter] The drive home, I would be home tennish Friday night. I was working in my garden and building retaining walls. That took care of Saturday. Sunday morning I was up at five and back to the airport to go to Washington, D.C. Now, I didn't do it every week, but I did it most every week because sometimes I had weekend events there, which were usually social. I couldn't come home.

LaBerge

But when you'd come home, would you also visit the office, Jim Corley's?

Kerley

Not usually because it wasn't needed.

LaBerge

Yes.

Kerley

If I needed something, Dorothy Gibson would make sure it got to my house. She lived in Lafayette.

LaBerge

Where were you living then?

Kerley

I was living in Lafayette. So that all worked, and then Jim and I talked a lot on the phone, Jim Corley. But Jim, he was being buffeted by Kerr. Kerr was trying to work it out so that Jim would resign or retire.

LaBerge

Did Kerr have someone else in mind, you think?

Kerley

Yes.

LaBerge

Who?

Kerley

Earl Bolton. But he didn't put Bolton in. He put Frank Kidner in. Now Frank, you know Frank Kidner or you knew him.

LaBerge

Well, I knew him. I mean, I knew who he was.

Kerley

Well, go back to the day I was a freshman, and I took Econ 1A from Frank Kidner, and I said, "If God, if all the professors at Berkeley are like this, I'm in the right place." Frank was just magnificent on his feet, had a good personal style of putting things across, kind of drew pictures in your mind. But then pretty soon I was acting business manager, and I was seeing Frank who was chairman of this committee and chairman of that committee, and we became friends. He and Jim Corley, Jim used him quite a bit because Frank could explain anything to the legislators, and Jim was not articulate. He was a lover. He was a looker. He was a hugger. He was a doer of little tiny good things. So Frank was very valuable. Jim, let's see, what did Clark do? I think he changed his, oh yes. He essentially put somebody else in Sacramento. That was Frank Kidner, and then later it was Earl Bolton. Neither one of those folks—Earl Bolton was the man I ran against in high school president.

LaBerge

That's right. [laughter]

Kerley

He was a graduate of USC, never knew what Berkeley was all about. His central interest was Earl Bolton. Yet he had many, many good qualities. It just wasn't the right place for Earl. It wasn't the right place for Frank. So it didn't work.

LaBerge

Meanwhile, Jim sort of didn't have anything to do.

Kerley

Well, he was—I'm getting to that point because the Sacramento thing was essentially taken away. So the only thing left was Washington. He decided he was going to take his wife and they were going to—. I had my apartment. I had it all done in blue and gold, the sofa and the beds and the bedspreads and the sheets. Mrs. Corley was a lovely lady. I came home so they could go and stay, and I helped a little bit in Sacramento and did this, and Jim was going to cover Washington. Well, Jim wasn't prepared to cover Washington. He didn't have the same experiences I had.

LaBerge

You had already developed all these relationships.

Kerley

Yes. So Jim was very quick to realize while it was fun to be there, he wasn't doing anything. So he came home.

LaBerge

Then did you go back to Washington?

Kerley

Yes. I would come back for regents' meetings, and I would give a report to the regents on what I was doing, and I never will forget Tom Cunningham. He was then the general counsel. Of course, I remember most of the old regents, so the people I recall are the interesting old regents who are crotchety and uncrotchety and smart or dumb, and I loved them all. They were really quite a thing. Tom Cunningham was always very interested in what I was doing out of Washington because it was so totally different from his life and would always make some kind of a speech about how good my report was.

LaBerge

Well, isn't that great?

Kerley

Yes, it was nice.

LaBerge

So who did you now report to? Did you report to Frank Kidner or whoever was the treasurer?

Kerley

No.

LaBerge

No. You just reported to—

Kerley

Kerr.

LaBerge

Kerr. Did you actually report to him at this point or—

Kerley

No.

LaBerge

No. You were on your own.

Kerley

Hanging in here. Jack Oswald was the vice president. He took the job at Kentucky as president. He said, "Come on with me. We'll have a ball." So I did because it gave me the first chance to wear a title of vice president of a university.

LaBerge

Who then took your job [special assistant for government relations] in Washington when you left?

Kerley

Peter Goldschmidt.

LaBerge

Did he have training or how did? Did you—

Kerley

No. Peter had been a student body president at UCLA, I believe it was. Chuck, the chancellor at UCLA—

LaBerge

Oh, Young.

Kerley

Young. Chuck Young. Peter came in. I couldn't find the concepts of his fundamental thinking and direction. He saw it as something for him to do, and I think he did a pretty good job. I don't know. I really had no chance to measure it. I didn't ask anybody because I didn't want to get in Peter's way. He was more connected to the political side, and I simply saw that as a huge mistake. It's a mistake that Clark Kerr made when he decided to play politics in Sacramento rather than realize that you need votes on both sides of the aisle, and you need them all. So I think Peter as a Democrat—. Nobody ever knew what I was, and I never told anybody what I was because I wasn't anything. I have great dislike for both sides, [laughter] and I have great admiration for some on both sides, but I am not a Democrat. I am not a Republican. I am me. That's where it's going to stay.

LaBerge

Do you think that this is a precursor of Clark Kerr's problems later on with Reagan, the fact that he—

Kerley

Well, I think his problem was really simple. He didn't tell the truth when he was asked to tell the truth. I don't know the details. I'd prefer really to not elaborate more on that other than to say that when I was vice president of the University of Kentucky, Jim Corley would call me frequently to ask me what I thought about this and how I would predict that Clark Kerr would react. A member of the Board of Regents who was then the chair would call me two or three times to try and verify some facts, and she finally asked me a question, "Did you think that Clark Kerr told me a lie when he said that?" I said, "Of course he did. It's obvious. It's obvious to you. It's obvious to me." I don't know what the lie was about. I didn't admire Reagan's beating on the university. I didn't admire our former vice chancellor who was Reagan's education advisor.

LaBerge

Oh, Alex Sherriffs.

Kerley

Alex Sherriffs, although when I was doing the Washington, D.C., job during that period when Reagan was bouncing on Kerr, the regents, Alex Sherriffs called to ask if I would meet him at a restaurant on Highway 80 just to be halfway between Sacramento. We did that several times because Sherriffs' office when he was vice chancellor of student affairs was a glass wall in between him and me. I never saw the guy more frightened of students than Alex Sherriffs who was vice chancellor for student affairs. He was a vacillator. He was a fuzzy thinker. He beat himself up because he couldn't make up his mind on how he felt about anything. Yet he would go off on extremes of behavior on issues that were not worth it. So I felt kind of a need to help him, and I just wasn't successful in doing that. What he was asking me to do, in the meetings along the highway was to feed him negative information on Kerr. "Alex, you know me better than that. So we're through with this. It doesn't mean we're through as friends. Don't you ever ask that question of me again." This is the, that's the hard balls of that situation. It was bad. Alex was sinking to a terrible low, and I lost track of him, and I have no real interest in trying to find out how well or bad he is.

LaBerge

Well, should we leave it there today—

Kerley

That seems like a good point. That seems like a good point.

Interview 5: June 25, 2002**LaBerge**

Last time we were talking both about your being acting business manager under Glenn Seaborg and then—

Kerley

And under Kerr and under Strong.

LaBerge

Okay. Right. So I had a chance to reread your resignation letter and your recommendations. I thought maybe we could talk about that just a little bit. Tell me, for one thing, you recommended Forrest Tregua to be your replacement.

Kerley

Interim.

LaBerge

Interim. What happened?

Kerley

I did not recommend him for the job.

LaBerge

Also you gave the chancellor recommendations just about the function of the business manager. Maybe you could talk about that a little bit.

Kerley

Yes. In that letter I was trying to convey to then-Chancellor Seaborg that of all the things that were being attended to on the campus including instruction and research, the top management was giving little or no consideration of the logistic functions that made the place work. I thought that was wrong and that with the treatment of me as an individual—essentially they ignored my problem. They ignored what I was trying to do in the acting business manager title. They never even suggested that they were trying me out to see if I could be business manager. I had already been business manager for three years.

LaBerge

Three years.

Kerley

Yes. What I was trying to do is awaken in Glenn the notion that a large number of employees do a lot of good things to make the place work and that they weren't getting the kind of acceptance and support from the leadership of the place. As a matter of fact, there was a great deal of reflection that this group was largely unneeded, unable, incapable, sloppy, indifferent when that was not the truth. It was kind of galling to me that anyone responsible for a campus would not have at least an inkling of understanding of 6,000 employees who weren't *in* the academic enterprise. They were *in support of* the academic enterprise.

LaBerge

You made some recommendations about having a committee, and you named people who should be on it to study the—

Kerley

Well, I thought it would be a good idea to spend as much effort studying the support functions as the other, so that the quality of the operation and the organization was through and through and not half and half. Yes. We had good people. They were people like John Cowee who was then the dean of business school who was just absolutely flabbergasted when I showed him the retirement letter. He was my strongest advocate to Kerr and to Seaborg that something be done in this area and get this thing stabilized. John went off to be a corporate president of some international concern, and I have never seen him since, but he was a wonderful, wonderful man, about forty-five.

LaBerge

Do you know what happened after you left? Probably, of course you do.

Kerley

When I left.

LaBerge

Did they take into consideration any of your recommendations?

Kerley

No.

LaBerge

Not a one.

Kerley

Milton Chernin was appointed as a chairman of the search committee to make a recommendation to the chancellor, and he called me and asked me what I would suggest he do. Milton was a good friend. I'm not trying to belittle him at all. I dearly loved him. So I suggested that Berkeley deserved some concern on a national level to locate the right person, and that NACUBO, which was the professional organization for college and university business officers, would be one place that candidates might be determined or from which some thoughts might come. That was a group in which I was quite active. So I wound up on the other end of the transaction, but I didn't do much because it didn't seem right for me to be doing that. I made suggestions, and I, for example, suggested to Milton that he come to, we were out in the Midwest some place having our annual meeting, and all of the top business officers in the United States would be there. He might profit by talking to some of them. So let's see, where was that? We went to Louisville, Saint Louis. Anyway, Milt did that, and we had some time together, but we didn't dwell on that because we had fun things that we remembered. But that was his purpose in being there, and I was glad that he took that advice. As it turned out, he did not go to that body of talent, and they picked the former county manager in Dade County, city manager type. Of course, right now I'm blanked on his name.

LaBerge

We can find it or stick it in later.

Kerley

I was not impressed with him, but it didn't matter what I thought.

LaBerge

Exactly.

Kerley

But nonetheless to myself I was not impressed with him. He was a nice man. I remember one of our first conversations when I went back to be at an American Council meeting in San Francisco to introduce, one of my duties was to introduce Jack Oswald who had then just accepted the presidency of the University of Kentucky. It was there that Jack asked me if I would think about that and he would get back in touch with me to come with him. It was at that time that I was meeting with this gentleman on campus, and there was a big thing going on in Sproul Plaza. But my surprise was that his principal claim to self-management excellence was that he had never missed his cocktail party at home at five-thirty through all of the mess. Just made me wonder about what was important around here.

LaBerge

When you're saying through all the mess, you mean the Free Speech Movement?

Kerley

Yes.

LaBerge

Well, that was another question I wanted to ask you. You weren't there during the Free Speech Movement, but you must've had some reflections on it from afar.

Kerley

Oh yes. Yes. Well, I was there afterwards. I was there before. I left in '64. In '64—

LaBerge

Is exactly when it started.

Kerley

Yes. In fact, as I said, on my first returns to the Bay Area all hell was breaking loose, and Clark Kerr was in a car out in Sproul Plaza surrounded with many bodies. So I saw it coming. I didn't see the filthy speech or the dirty speech or the Free Speech Movement per se, but it was obvious that there was a good deal of organization that was unknown doing things to foment numerous small incidents and trying to momentum into big ones. The recruitment of high school students to come and join in ripping up Telegraph Avenue. There was, there was the movie star. The assemblyman who became later a congressman and was a radical.

LaBerge

Oh, Tom Hayden, married to Jane Fonda.

Kerley

Yes.

LaBerge

Tom Hayden and Jane Fonda.

Kerley

Yes. [laughter] I think I wanted to give you a little bit of the flavor. Hayden and Fonda were active, but I don't think they were bad people. I just didn't agree with them. Yes. So I was involved in a knowing shifting way. But who would have predicted what happened? Certainly I did not, and it would be foolish to claim that I did because I didn't. It was an event. One began to say they see the organization by the way that the people gathered at Berkeley slept on top of buildings on Telegraph Avenue and were constantly available to raise hell. Then, of course, I'm dealing with the merchants and going to the Monday morning breakfasts at the Durant Hotel of all the guys and the Shadows too. We used to meet at the Shadows.

LaBerge

Which was in San Francisco?

Kerley

No. No. It was a little restaurant on Bancroft. There is a Shadows in San Francisco. I may be confusing the name, but I don't think so.

LaBerge

When you're talking, this was in the seventies that you were doing that.

Kerley

No. Before.

LaBerge

Before.

Kerley

In the sixties. Because the windows were getting broken and the seventies, the same in the sixties, only worse.

LaBerge

Well, if you had been there throughout the whole thing, how would you have handled it or can't you speculate?

Kerley

Oh, I've thought about that a lot. It all becomes Sunday morning quarterbacking and is really unfair, and I'm not bright enough to come to conclusions out of nothing. So I really didn't conclude much except that it happened. It was strange to see the little teenagers climbing the flagpoles on Telegraph Avenue and having crescent wrenches, which are metal wrenches attached to their wrists by a chain, knocking out the lights on Telegraph Avenue with great glee and the cheering of their counterparts. That was just one little vignette of something going on. The word would pass, and the kids would come from everywhere. The bad people, the street

people, I wouldn't want to give the impression that all street people were bad, but that was simply a lie. Most of the street people with which, with whom I talk and walk and sat were not vicious, were not mean. A lot of them were spaced out. They were unhappy with the political and moral climate, but they weren't doing much to correct it. Later in the seventies, of course, during that period, the fence around People's Park was the target.

LaBerge

When we get to that period, we'll come back to that.

Kerley

Because that was the kind of, it was a symbol of where the regents stood, where Governor Reagan stood, where the campus stood, where students stood. You could pretty well measure the situation by examining attitudes of people towards the fence. That's what I did, just as a way of organizing my thoughts about this thing as we marched through that period. But we'll come back to that.

LaBerge

Well, another thing, an important event we left out last time. We talked about after this period, we talked about you working in Washington and working for the vice president—

Kerley

Corley.

LaBerge

We left out your meeting somebody important there, namely Betty.

Kerley

No, I didn't meet her there.

LaBerge

Didn't you meet her there? Where did you meet her?

Kerley

I met her here.

LaBerge

Oh, I didn't know that.

Kerley

She was my secretary before I left to go to Kentucky.

LaBerge

Oh, okay. Why don't you tell me that, because we're going to then launch into Kentucky.

Kerley

In that period I was not on the campus. I was in Jim Corley's office and had the title of assistant to the vice president of governmental relations and projects in general. My initial duty, I had come back from New York because I was unhappy with that choice. It was a mistake to go to

New York University, and I had no job. So Jim Corley asked me if I'd come, and he had been given the job to decentralize the function of his office. Betty was later in that office, not initially. So my first job was to write and measure and do other things, that whole process that's been dubbed contracts and grant research, which by that time was a very large number for the system as a whole. In addition to that very large number, of course, was the rad lab at Berkeley, Livermore, Los Alamos. So the university's federal role, I don't believe there was any university in the world or certainly the United States who was doing as much, measured by expenditures, including the atomic research and the hydrogen bomb. This doesn't mean that the University of Chicago and the other universities like aggregations of researchers like ours at Brookhaven and Long Island and University of Chicago in Chicago were not heavily involved. I'm not trying at all to diminish them. I simply don't know enough to articulate detail. But at any rate I saw the job as important. I saw that job as important.

I also saw Clark Kerr wanted decentralization as the theme of his new administration, and I think he was right about that. He wasn't getting all that kind of verbal mental support from the Sproul Old Guard of which Corley was probably a member. So that set the tone between Kerr's relationship to Jim Corley who was doing wonders in Sacramento despite Clark Kerr. So I took the job because I needed a job. I wanted to do that. Then it grew from doing that technical job of writing how we were going to function under a decentralized mode as opposed to a centralized. That was a natural for me. The way my mind works. I've always been trying to figure out ways to get people to do work and do it effectively. I must say that all the chancellors didn't agree with even the sensible limitations we put on deregulation, because they were all full bore guys who saw Kerr's thrust to be an opportunity to get from where they were to where they thought they wanted to be. But most of them don't know anything about administration. Chancellors aren't trained to do that.

LaBerge

Do you want to give any examples of which chancellors or—

Kerley

I think Kerr had the support of some of the chancellors. Like [Emil] Mrak in Davis, and San Diego really hadn't been born yet. It was still oceanography. Franklin Murphy at UCLA and Kerr had about as complete a dislike for one another as I've ever run into, and Murphy had the temper to go with his dedication to self. Of course, now I was in a systemwide position, and Chuck Young who was Murphy's assistant, and I had known Chuck when he was student body president out at Riverside. Then Chuck came up and during this period in Corley's office, and my office and Chuck Young's office was one windowpane apart. So we sat and looked at one another. So I became very friendly with Chuck, and Murphy liked me because some money started flowing, and I helped on buildings, and Roger Revelle, in San Diego, liked me. I would always see that he was met when he came into get his issues before Congress, and he was very effective. Emil Mrak always came to the Washington office, and I had a standard operating procedure. I would look and make sure his suit was clean, and it usually wasn't. His shirt was decent and had a decent tie, and if not, I stuck him in my office, and Molly took his clothes downstairs to be dry-cleaned. [phone—interruption]

LaBerge

Those little things make a big difference, but somebody has to take care of them.

Kerley

The difference in the people was very interesting to me because if anything, I spent a lot of my time thinking about that. Emil exuded love, and everybody loved him. Roger Revelle revealed brilliance and dumbness. He was brilliant on things and dumb about people. So when Roger came in, he expected certain things. In other words, he saw me in a role of a serf helping the king appear before the queen.

LaBerge

That's a great picture.

Kerley

Emil came in and gave me a hug. Molly would be retyping his comments or the thing he has to submit before a congressional committee, and I would go with him. Emil was terrific. Roger was terrific in those scenes. Never took Franklin Murphy around. But anyway—are we losing track here?

LaBerge

We talked about these years, but we didn't cover this kind of thing.

Kerley

Yes.

LaBerge

You had the chancellors and everybody come and testify and make the case for the university.

Kerley

I didn't call them. They made their own connections, and I facilitated them. I could help them by being on the spot. That was the advantage of having the office in Washington, not only for the university, but I was able to belong to policy-making bodies that I would've not been able to take if I was living and doing a job in Berkeley and not in Washington. So I was simultaneously on the three major federal relations committees of the National Organization of Higher Education. Through that I met a lot of presidents and got a lot of job offers.

LaBerge

Do you want to go into those job offers that you didn't take?

Kerley

No, I would simply say that at that time higher education was growing very rapidly. The federal dollar flow was growing more rapidly than that. I had a reputation of knowing what was going on and what was going to happen and how to get it. Every school in the nation needed that or thought they did. So I'd looked at a lot. I'd looked at Nebraska in Lincoln, State University of New York in Albany, Colorado, Arizona, New Mexico, never in Texas. But I knew all the fellows at Texas. Well, I knew all the business officers in the United States because we were all together on national groups. Clyde Freeman of Texas A&M, I knew everybody in Texas. Nothing just really came along, but I think if it had, I might have looked there.

Then the corporations who were beginning to look at, correspondence schools got my name somehow or another, and they wanted to expand to from making boilermakers and doing other

things, and they wanted somebody to design that process and to build it. That took me into New York several times because the salary comparisons were ludicrous. They were talking about three and four times what I was making. I never did that because it didn't seem the right niche for me. Well, other institutions were Nevada, Montana, several of my colleagues wanted me to come and be an assistant to them, but I knew that I shouldn't do that. I should hold out for a vice presidential job. So I was kind and really appreciative of the show of respect and affection, but it simply wasn't in my best interests.

And that was quite active during the period when I was in Washington, because I ran into a lot of college presidents who came in on behalf of this organization and that, and I got to know a lot of them. So that was an interesting period. All that ended when Jack Oswald asked me to come with him to Kentucky.

LaBerge

Jack was vice president at Cal.

Kerley

He was a system-wide vice president. He was, I think, Harry Wellman took his place when he, I think Jack's title was executive vice president under Kerr. Jack was a wonderful guy. He was an agronomist who had made his scientific name figuring out how potatoes turn brown on the inside, what caused that. So I always called him sometimes, as affection, "spud man of America." Jack had a marvelous sense of humor. He was kind of short, rotund. His body was totally in motion at all times. When he met somebody he knew, he would bow at least as many times as Sergio Garcia waggles the golf club before he hits it. Jack and I fell in love. I had really not known him. He was a professor at Davis, and I don't know who got him down there. I think McCord—

LaBerge

McCorkle?

Kerley

McCorkle. So Jack went back. He took the job. He didn't condition his appointment on my going with him. But he kept working at me; so I went back there.

LaBerge

Okay, before you went back there, this is what we were going to get to. How did you meet Betty?

Kerley

Well, during the time that I was starting to open the Washington office and had started a routine of commuting every Friday at home and then Sunday back to Washington, I still had the finishings of the decentralization effect, and she was not there. I had a different secretary during that period. But we wore her out, and she went off on sick leave. I don't mean that. She had other interests, and she wasn't feeling well. So anyway, Betty came in and took her place. Now, Betty was not my secretary. There were three or four other guys and Dorothy Gibson, but Dorothy and Molly worked Sacramento. So Dorothy was gone a bit, a lot, almost as much as Jim Corley was. Molly was up there, and they finally quit working on the bed at the Senator Hotel and opened up

an office. So Betty came in, and so I was one of the people, but I was also one of the absent people because I was going to Washington, D.C. After I started in Washington, D.C., I really didn't get into the office much because I was only there on the weekend and unless I came back for a week, but there was so much going on in Washington that I couldn't help Jim in Sacramento except on rare occasions.

So Betty came there, and she was amazed at how I handled my in-box. I'm a very fast reader. When I was living in New York working at NYU, I was there by myself. I went through a speed reading school in Washington Square, and so I can look, I still do pretty well. I know how to look for content and not waste my time on non-essentials. I'm not great at it. I just do it kind of fast for me. So we were having a conference about a stack of paper about that high [motions two feet], and Betty was sitting there with her notes ready to take shorthand about which she was not extremely adept and— [laughter]

LaBerge

I guess it didn't matter.

Kerley

No. I would just tell her what to say and let her write it. Why go through the intermediate steps. So that's how we became friends.

LaBerge

And how would you handle, tell me the process of handling the in-box. You would just—

Kerley

I would throw it in a wastebasket, and of course even today, she is a very meticulous filer, and there isn't anything that happened twenty-five years ago that we haven't got record of. So pretty soon the cars will not go in the garage [laugh]. She was impeccable, and she was friendly, and she had a marvelous personality, and she's loyal as a bug. So that's how we met.

LaBerge

Best way. You want to elaborate on anything else?

Kerley

At that time my wife and I were not having a normal married life, and I won't go into that. I haven't seen her for a long time, but she has.

LaBerge

That's hard. It's really hard.

Kerley

She was doing her thing, and so I think it was a kind of natural event to have somebody who exhibited kindness was important to me. It's important to most everybody. So I think I qualified for a membership in the human race. So that's how we met.

LaBerge

Well, it's obviously a wonderful relationship.

Kerley

I was very, very lucky. So was she.

LaBerge

Right. Exactly. [laughter]

Kerley

Okay. So there we are. We've met her.

LaBerge

You met and off you went.

Kerley

And off I went to Kentucky. I remember she went in the hospital. She was having part of her lung removed and I remember a rather emotional conversation about that. So I stayed in touch with her. So when I came back in '70, it was she that called me and asked me if I would take her to a party that Jim Corley and his wife were giving in. It was a kind of a getting together of all of Sacramento, Clive Condron and all those people who helped Jim in Sacramento. So I said yeah because she was invited, and I was newly back, and Jim and I, we were friends, and he made the best Manhattan in the world, and he was making it when I walked in the door. He was a wonderful guy to be with. And his wife, Marcelline, was first class, and I loved young Jim Corley with whom I'm still close. So we went to that thing, and then one thing led to another, because I had separated from my wife before I left to come west. I separated from her when I moved to Johns Hopkins from Kentucky.

LaBerge

Your family didn't come to Kentucky with you.

Kerley

Yes, they did.

LaBerge

Oh, they did.

Kerley

We were there six years.

LaBerge

Oh, that's quite a long time.

Kerley

Then they stayed in Kentucky when I went to Hopkins. Then they stayed quite a while because the girls were going to school and Bill was going to school, and then Bill came west because the University of Kentucky's business school was not a highly rated school. He applied to Harvard, and he had all the smarts and the grades, but they didn't rank him high because of the school he went to, and they gave him—

LaBerge

Where had he gone to? University of—

Kerley

University of Kentucky.

LaBerge

Undergrad.

Kerley

Yes. They gave him a conditional acceptance. [phone/interruption]

So Bill got a conditional admittance to Harvard, which meant the condition was he had to go to work for somebody for three years and do something that would be akin to whatever his goal was in going to Harvard. So he came out here, and I got him together with Bechtel through Steve and others at Bechtel. Bill went to work there, and he had to write a report to Harvard, Bill did every six months and they had to write a report to Harvard about him. So they did that for three years, and Bill astounded everybody at Bechtel by eventually taking on one of the most difficult jobs internally that they had. I can tell you exactly what it is. Bechtel is a very large operating organization with lots of organisms, bridge building, dam building, blah, blah, blah. They all belong to the same company, but they had all kind of—they're forced to act as free enterprise entities standing alone. But there were a lot of central expense, which we call indirect costs in higher education. They do not call indirect costs.

Bill, the big argument that occurred in Bechtel as in many other organizations is that when the bridge builders did a job for the dam builders, they billed one another costs. They would try and screw one another and load the costs with a lot of indirect costs that either didn't exist but would be sheer gravy in their operations. So Bill took on the job of calculating the true indirect costs of each of those operations, which meant that then the top management set prices. So when one did business with the other, they weren't spending all their time arguing about the amounts. He got such good reviews that of course he was admitted to Harvard and graduated. So all that time his mother and his sisters were in Kentucky. He was in Harvard. I was here. But when he did the Bechtel thing for three years, he lived around here with me. He had some friends that he moved in with.

So the girls were able to come out and stay, and Barbara, well, we invited Bill one day to come down to Newport Beach because Jeanie Dobrzensky in my office, she and her husband had a lovely home there on the lake or the harbor. So I sent Bill money and went up to L.A. to pick him up and who comes out behind him, slunked down behind him hiding behind his body was my daughter Barbara. Somehow they had gotten enough money together for her to come down, and Rennie was pretty well back there in Kentucky because she and Taylor, they've been married twenty years. They were together. She went to vet school with him, and they were already a couple. So Rennie and Taylor went their way, and then of course they moved here later and he practiced in Marin County before he went to Bend. So the girls were able to come around.

In the meantime Kathleen, my handicapped daughter, was going through some very difficult times as a bipolar person, and she, her way of getting mad at herself was not taking her medicine. But at any rate she's fine now.

LaBerge

Is she the one, Kathleen's the one that had meningitis? Is that right?

Kerley

She had meningitis as a baby.

LaBerge

As a child. Yes. Yes.

Kerley

But at any rate, so the family was able, we stayed in strong contact, and of course, I did a good deal of traveling; so I would go through Kentucky and count them and kiss them and go on the way.

LaBerge

Well, let's talk about your job at Kentucky. What was it going to encompass?

Kerley

Well, the job was absolutely tailor-made for me because the place was in total disrepair. I'll just cite a couple of things. Jack Oswald got there before I did because I wanted to finish up certain things, and I have to tell you the story of, the final story of Washington, D.C. I may have told you but Jim, to show the difference between President Sproul and President Kerr in the human relations, interrelationships. I put on a nice evening in one of the hotels in Washington, probably the Hilton, and invited the Nobel Laureates and invited the president, of course, and the chancellors, and had them meet with the California delegation and their wives. Molly Palmer could put on a party. Jim Corley had taught her how to at Sacramento. So I just asked Molly to put that stuff on, and of course, the guy from Trader Vic's who ran the Trader Vic's in the Washington Hilton was the one we knew from doing catering work down here in Oakland before they went to Emeryville. So between Molly and that young man, it was marvelous.

As had occurred once in Sacramento when I was there, Kerr avoided conversation with the people who were the guests. I won't go into all that except that he was sitting around the room. In this particular moment he was sitting talking to Glenn Seaborg in a corner of a very large cocktail party and not circulating, not doing anything. Tommy Kuchel, who was then the senior senator from California, and Clair Engle, who was the junior senator from California, and Steve Orne, who is now a congressman and president of the Long Beach State for whom I did a lot of building work. Steve was Tom Kuchel's administrative assistant. Tommy finally got p.o.'d because he went up towards the big table, and he stood with one hand on the table. He said in a very large voice, "Bob," he says, "how does a senior senator from California get a chance to meet the president of the University of California?" [laughter]

Now, Tommy was not a mean man. He was making his point. Clair almost said something, but then he knew he couldn't talk. The entire room silenced, and Clark Kerr kind of shakenly got up

and moved around a little bit after that. I grabbed ahold of him and brought him over so Tommy Kuchel could look in his eyes. So it was just kind of, it's the action of a shy man. I don't find that criminal behavior. I don't find it satisfactory behavior, but I don't find it criminal or mean or even reverse aggression. It's just the way that man was in those situations.

He did the same thing with the senators in the annual gathering, Jim (Corley formed?) a duck club. He had thousands of ducks. So every year we gave the California Senate in Sacramento a duck dinner at Frank Fat's restaurant, and then we did it in hotels and so forth. Kerr behaved pretty much the same way and made the senators madder than hell. How Jim was able to manage that process successfully, it eventually eroded against Kerr in the legislature, but without Jim Corley we would've left a lot of money on the table.

LaBerge

Yes. The story of that, the picture of that is very telling.

Kerley

Hmm?

LaBerge

That story is very telling.

Kerley

Yes.

LaBerge

So that was kind of your swan song in Washington.

Kerley

Swan song. Yes, so then we go back and there I am. I have been back a couple or three times, and I knew what our problems were. Jack was fishing with the academic problems. For example, the College of Engineering lost its accreditation about ten days before Jack became president.

LaBerge

Okay, we're now talking about Kentucky.

Kerley

University of Kentucky. The business school failed to make a certain successful effort, and its accreditation was deferred because it had been canceled. So there was chaos in the system, the academic process. The high demand, there are many of these state institutions in Kentucky. There's five plus the community college system. A real demand for medical support, indigent medical care because there was no real mechanism for that in Kentucky that was academically-based or research-based. So I found it to be an overwhelmingly wonderful opportunity and went at it.

LaBerge

It sounds like you thrive on a challenge.

Kerley

I think everybody does. I don't think I'm strange. If I get up about something, just don't get in my way. I won't hurt you, but I may knock you over. No, it was a wonderful opportunity, and the difference as far as I was concerned is—Jack and I sat down with the governor, and the governor was Ned Breathitt. He's still alive and he lives in Kentucky and he's a very successful lawyer, and he lives next door to Jim Rochelle who's my best friend in Lexington. Ned was thirty-two years old, a graduate of the University of Kentucky law school, and now he was governor.

LaBerge

Young for a governor.

Kerley

Yes. And he simply asked the right questions. He says, "What can I do to do what you guys think you need to do?" I said, and Jack agreed with me, he said, "We don't know what we're going to do yet. We sure have a hell of a lot of ideas, and we see a lot of needs, and we need a little bit more time." But at one point, not in that conversation but in subsequent, we came to the conclusion, Jack and I, and I made the presentation to Ned in his living room on the budget. I got the notion on the state's budget, two year, one year different rules. I said, "Ned, the only way for us to get the momentum we need is for you to give us two years' money, budget money in the first of two years and allow us the second year to spend it," because otherwise usually at the end of the fiscal year the money either folds back or disappears. I said, "That way we can fund up front what I see as tremendous investment requirements that will require cash now to be paid off later." He did it.

So I've forgotten the numbers. I could look them up. It was about twice what they had been getting. Their pay scales for academic, yes, we were starting with a white sheet of paper that was black. It was terrible. They had no pension plans. They had no, recruiting faculty was almost impossible. So that gave us the wherewithal to be aggressive. One thing that Jack decided and I made the calculations is we're going to go after the faculty and we can't afford the time to do it one at a time. So we're going to buy whole departments. That never had been done in higher education. I don't think anybody had ever really thought of that. But they probably had. I just didn't know about it. So I'll give you an example of engineering. We hired, we went to Yale and hired, I think, eight or ten faculty members—

LaBerge

Who were faculty at Yale and were graduating—

Kerley

No, no. They had graduate students, and I said we'll take them too. So we paid for the, we got started with TIAA-CREF and got a pension. I got it outlined, and I had it costed and so forth. So we were beginning to put together an attractive package, and we knew we had to do it through compensation. So we did that. We moved the graduate students, paid their costs to relocate to Lexington. That's the way, this is an example of how we built the faculty quickly. It took three years or so. It would've taken fifteen if we didn't have the money. Of course, I kept telling the governor, I said, "You know when we get through at the end of the second year, the lump that you're going to have to provide is going to be substantially wider than the one that made up the

one plus one equals two." He says, "I know that." So he was prepared. He said, "Just show us what you're doing." We did that. Politically Jack was marvelous at the political side of his job.

The issue came up about the community college system in Kentucky, which is like community college anywhere. But Kentucky is not an anywhere. It's Kentucky. So the university regents, trustees they call them, were not sure that they wanted to be involved in the community college system. But politically as a backstop for political support I said, "Let's grab them all and build fourteen," and at that time there were only three or four, and I don't think I made fourteen. I think I made eleven.

LaBerge

So the governor—

Kerley

We built all over the state, and we got the legislators in each of those areas supporting the university and the community college system, and that was the political opportunity.

LaBerge

Is it like California where those kids are funneled into the state university or—

Kerley

Well, they're free to go any place they want to go. People in Kentucky like any place, any kind of soul, were hungry for—in the Appalachian mountains we had one little college in the little town, and I built four out there. Getting sites in Appalachia is not easy, but one city gave me the, I made the deal. I said, "Look. You guys provide the land, and you get the utilities to the site, wherever the hell they are, and I'll cover everything else, and we'll have a place here in eighteen months." That city gave us the front nine of their golf course.

LaBerge

That's pretty—

Kerley

Yes, but it was still pretty hilly. So the Appalachian Highway was under construction with federal money flowing like mad, and they were moving tons of dirt. So I went to Washington and got the Kentucky senators busy getting me dirt so I could make community college sites. We did that. It was delivered.

LaBerge

Then too you had to get more faculty for community colleges, right?

Kerley

We set up the community colleges as a separate operation with their own president and so forth. I provided most of the financial management in a growth sense, but all the buildings and the budget and so forth, we handled all that for them. But we had a good person who was a country person.

Then a parallel at the same time that was very wonderful to me was to see the development of our medical center. We built the medical center, and then I went to, we didn't have enough

hospital beds, couldn't afford it. So I went to Al Monk in the V.A. that I had met when I was in Washington.

LaBerge

What's his name? Al Monk.

Kerley

Monk. I said, "Al, I'll give you a site for a V.A. hospital right on my campus, connected to my medical center." He was interested. So we got it, 550 beds.

LaBerge

And this is in Lexington.

Kerley

It came along in construction after we had built the medical center. The medical center was started before we got there. So it was an ongoing thing, but going nowhere slowly. So what had to happen—we didn't have the right financial mechanism for financing buildings. So we wrote a bill, we hired a bond counsel and wrote a state of Kentucky piece of legislation, which gave the board, not the legislature, the authority to issue revenue bonds for the purposes of construction. That meant in a technical sense that I'd learned some of the stuff from Bob Underhill—

Kerley

I don't want to go too deeply into this, but you have to have a mechanism for raising money in the market. So we built that, and we got it, and the legislature approved it over the dead bodies of the University of Louisville and several others, but then they all later copied and shut up. So we got going on a capital program for both the community college and medical center and the campus at Lexington, the medical center part of the campus in Lexington. We did that through refunding. There were some cash streams there that were not combined. So they wouldn't support much in the way of additional debt. So I did what's called refunding all of those, which means you borrow enough money to escrow what you owe, put it in the bank and the original bond holders get paid from it. So they're made whole, and then you can use that revenue stream to support additional debt. That all worked like Flynn, and it helped.

At the same time, when I was in Kentucky, I was chairman of the federal relations committee of the college and university business officers, and we were busy writing federal legislation for higher education, and we were being [phone-interruption]. Framing a financial structure for the university, and the governor was taking care of us on the operating budget, and I was doing the financing piece on the capital side. The community college system budget and the community college capital and the V.A. hospital, all of those things started to come together, and we had a tremendous shortage of college housing, which was not unlike Berkeley. So we hired Frank Lloyd Wright, and some day when you get a chance, go to the University of Kentucky and see what Frank Lloyd did for us.

LaBerge

Wow. How did you get Frank Lloyd Wright? Just asked him and he said fine?

Kerley

We just asked him to make a submission. That's all. Then I refinanced all the other residential facilities and the student center. At that time the College Housing Act was coming, had been born, and I got a lot of federal subsidized cash for that, and we did all the dormitory system over. Then we went to work on the classroom facilities and the medical center and built a lot of buildings and figured out a way to pay for them.

LaBerge

Now, a lot of this you had never done before, all the bond legislation.

Kerley

No. No, because in the California system that doesn't happen at the campuses, and I think it was one of the reasons why I thought that it was important to go get an independent campus that all the things that the system and the campuses together shared here. So you became one entity, and it wasn't an argument between systemwide and Berkeley. We had our own arguments between history and chemistry and so on. That's enough, but the, it was extremely rewarding to me to have that freedom and have that support and without, well, they were in the twenty-fifth century.

The first day I was there, they were doing over an office that was supposed to be for me. But it was way too big. I said, "Just knock it off." So they said, "Well, we have to set up for the payroll," and I said, "Well, what do you mean you have to set up for the payroll?" They were paying cash; people would line up and get their cash. Now, this is not the faculty and not, mostly it was the maintenance crews and janitors, and they were all black, and the pay scales were absolutely ludicrous. I won't go into much of this, but I went out and bought a bunch of property adjacent to the campus and put some cheap housing on it so our people, the janitors and so could have a clean place to live. They were a lot of old tobacco warehouses that I rented and fixed up. The pay scales were ridiculous. No benefits except that—this may sound strange but this happened. I was asked somewhere in that time period to be present at the retirement of one of our janitors. They were going to give him a prize or a going away present. Do you know how much money it was? Fifty-five dollars.

LaBerge

Oh. Oh. And he probably thought that was great compared to what his pay was.

Kerley

Well, he didn't have to work for it.

LaBerge

Yes, oh.

Kerley

I'm just trying to tell you the kind of thing that was there and the rest of the world is going on. So it was very rewarding.

LaBerge

So how did you change that, just that pay scale and benefits and—

Kerley

By finding out what they should be paid and getting the money from the governor to pay them. The difference between what was going on in the university and what was going on in the state government was tremendous. I mean, the state government was taking care of its employees. The university was not. What I said at one of the trustees meetings, what I had in mind, is none of the trustees except a few, like one or two, had ever even had a thought about what the hell they were paying people. They weren't getting the information.

The man who had my job before me and who was taken out of the job by the board for illegal acts, he was the bag man for Happy Chandler. In other words, he was the guy that collects money for patriotism and so forth. He was vice president. He had little if no interest in the university. He was shrewd guy. He made enough money to own a very wonderful piece of property, but he was in on deals. He had a tire company that sold the university tires, a laundry that was the laundry. So he was a racketeer. But to show you how the value systems are run and differ from place to place, when he was terminated and he was placed on retirement—no, he was not placed on retirement, he was put on tenure in the business school for life. He went to church like everybody else. He acted like a normal citizen. I couldn't stand him. He was very solicitous of me and with the false kindness that comes with that.

But at any rate, it kind of gives you a notion of the flavor of things, the politics in Kentucky when Happy Chandler was governor, it's like being the Sheik of Araby. Yet, Happy Chandler went on to become the commissioner of baseball. We became good friends by riding in the back of cars together from time to time. He had a tremendous bunch of good stories, and he came to my daughter Maureen's wedding and captivated the crowd, but he was really a crook.

LaBerge

Well, in addition to raising the pay scale, did you get benefits for everybody?

Kerley

Yes.

LaBerge

Simply by going to the governor and getting the money.

Kerley

When he gave us twice as much money as we needed in a year and we knew we were going to use about half of that to try and backfill in, and it wasn't a matter, these people were tremendously loyal. But they did a lot of sitting in closets and didn't do a whole lot of work. So it was a problem to get them to understand that they were being hired and paid fairly to work fairly. That was no big deal for me. I had good people that helped me with that. So the University of Kentucky, I look back on it. Of course, it's the place where my kids went to school. Bill loves it.

Everybody, when I, Adolph Rupp, of course, is the famous basketball coach, probably the most successful basketball coach in history but now being surpassed by good people later on. But at any rate, Adolph was king. Among other things I noted that we weren't having the kind of cultural program on campus that was worthy of a university. It's not really my bag, but I enjoy

going, and so we had no place for people to perform except the basketball arena. We had about 14,000 seats, and I got involved on the front end to help get some momentum into the organization on that subject. I simply announced that we had to get a press release that Henry Mancini had agreed to come and give us a program for three nights and that we would be using the basketball facility, and everybody in town was being invited to come. Well, Adolph was the king of the basketball court. He said, "You can't have that affair in my basketball court." I said, "You don't own it any more, Adolph." [laughter] But then I really started to worry when I got an engineer on that building which said that it was about to fall over, and we immediately went in with great big steel bars and fixed that so the walls wouldn't fall out. But not before we had the beginning of some social events. I never will forget Henry Mancini, because he was so talented and so nice and so critical [laughter], that what happened was he shows up. We show him the piano. Well, our piano didn't meet his standards.

LaBerge

I'm sure it didn't.

Kerley

So a piano had to be rushed from Cincinnati to, I've forgotten, Louisville or Cincinnati, and when it came time to be sold, they had to handle the money. I didn't get involved in that but he said, "I would like to do something." He says, "Don't send this piano back. Throw that one away." He gave us the money. He took the money out of what we had paid him and—

LaBerge

And donated it. Wow. What did he think of the basketball arena as a venue for—

Kerley

Well, it was a success. Adolph had some reasonable complaints. He didn't want the floor all scuffed up. So I told the people, save it. So they put a big stretch canvas over it, and there were some repair work to be done, but Adolph never forgave me for that. I was "that Mr. Kerley," and I built a house right on the edge of the campus and who comes along and builds a house two doors down the street but Adolph. So he saw me more than I wanted to see him and vice versa. He was really, he was quite a guy.

LaBerge

Well, did you then go on and get a new place for cultural events?

Kerley

Yes, we did. What we did was the mayor was big into urban redevelopment, and he had seen what we were doing on the campus. His name was Fugazi. He was a nice man. He was a good local politician. So he, I helped a little bit on a committee. He put me on a committee to get the money out of the feds for urban renewal. That's what it was called in those days. Now called economic development or something like that. So we put the whole downtown of Lexington into that program. One of the principal elements of the new things was to be a convention center adjacent to it, with a hotel hooked to it and a 25,000-seat basketball facility. So we built that, and I was the university's person on the committee that supported that and got it done and managed the process. That gave me a chance to really see how that works, and so Mayor Fugazi wanted me to quit the university and do the rest of downtown Lexington, and I had to say no for two

reasons. Because they didn't have the right pay scale for me for the job. I would've had to take about a 50 percent cut, and Fugazi was absolutely, totally bugged by the fact that he hadn't gotten the right information, and he was always apologizing for offering me something that I had to turn down.

But at any rate we wound up with the Rupp Arena. That satisfied Adolph. Downtown the 25,000-theatre-style seats, and you can't believe that happening today. That huge leading into this facility, because Adolph had a rule that there was no smoking in the basketball facility, but if you wanted to smoke you go out at half time and during the game and smoke out in these corridors. They had huge bare section, throw the smoke all over the state of Kentucky. But at any rate, everybody smokes in Kentucky. Not everybody drinks bourbon, but everybody smokes. So yes, we made it possible to take down this decrepit thing that we were holding together with wire and expanded the library into that space along with the—.

I have to tell you this story. I go back. I take the job. I'm on the job. It's in the first week, and I'm just going through buildings and meeting people and seeing what I had. Everything was falling down. So I go to the library, nice building and pretty well maintained, but the third floor is locked off. I said, "Well, if it's a library, why is it locked?" The librarian, it was a very ugly lady, turned pink and purple, and so I knew that I had asked the wrong question. At any rate, turns out that the University of Kentucky has the largest collection of pornographic materials in the world. This is a donation that they took, which the board should never have taken, and they had an obligation to house it, but that it was in such bad taste that they couldn't open it.

So I made a mental note that the donor was a doctor in Chicago, and he had lots of money, and he had owned this Barton Distilleries in Kentucky, down in the whiskey gulch of Kentucky. It was later through my involvement with him that we got some of the limitations that he'd placed removed and rented a lot of cheap warehouses and put a lot of the stuff out there and picked up quite a bit of space in the library. He was a nice guy. He had a lot of money. Barton Distilleries bottled bourbon and gin and vodka and so forth with other labels—just umpteen labels. So bourbon and booze and cigarettes were a large part of the, if I were to paint a picture of the crusade through Kentucky, they would have to be in the picture.

People like Jeremiah Beam of Beam booze. Jeremiah Stanley were great university people and supporter, but not the size of money that they could afford. So I worked on that. Jeremiah and I became really good friends. I went to an event to Washington, D.C., when I was up there working, where Everett Dirksen, the senator from Illinois, read Shakespeare, and I'll tie all this together for you. I got Everett to Lexington to do a Shakespeare series. He came for three days, and so we were giving him an honorarium and so forth and so on. I would pick him up at the Lexington airport or Everett, and he traveled with a full bottle of bourbon immediately available, and it came out as we were driving from the Lexington airport into the campus that he especially liked Beam booze. So when we get back to my office I call up Jeremiah and I said, "Everett Dirksen is here. Let's give him the special treatment." He understood what that was, which meant they would make these huge bottles of bourbon that are four in a box and would have Everett Dirksen's name all over and signed by Jeremiah Beam, and it was delivered by a big Cadillac. So when it came by to pay him off on the way to the airport, I told him before we got in the car to look in the trunk, that I had something for him. He was ecstatic. Now let me tell you, if you've never heard Everett Dirksen read Shakespeare—

LaBerge

I haven't. I remember seeing him on TV on the news, but no, I haven't.

Kerley

Well, he would just stop the audience for three hours. He would take short five-minute snifters, off stage out of the bourbon, but it never showed up as drunkenness or intoxication because his elocution became better as far as I was concerned. Wonderful, wonderful experience. It was fun, truly fun. So I think now as I'm here with you years later, I'm happy with what happened there. I felt we did something, and had an awful good time doing it. Jack Oswald was, he's now dead and Rose, Rose was a South Carolinian kind of whining beautiful woman.

LaBerge

Was Rose his wife?

Kerley

Yes, Rose was his wife. We called her Rosie just to be a little bit nasty, and she and I became friends, and the house that—the president's house was not in very good shape. So we fixed it all up, and Rosie had a lot of fun doing that but also had a lot of complaints. But she had a lot of plugs too. She was a fair gal. We just loved one another. Of course the bad part of that was I was busy as hell and Rosie was asking me to come over and look at the stove. But we worked that out. She was just a doll baby. Her kids, John and the girls were terrific, and so we enjoyed that. My kids knew the girls. My son Bill didn't like to go over the house with John because John was such a jerk as far as he was concerned, but they're about the same age. So it was a wonderful experience, and I told you the story of Ralph Angelucci, didn't I?

LaBerge

I don't think on tape you did. Start it, and I'll stop you if—

Kerley

Well, when I was interviewing for the job at Kentucky, Jack asked me to come back and meet a few of the board, and of course, one of them was the chairman. The chairman, I remember the name. I knew I was going to see Dr. Angelucci. But I didn't connect that this Dr. Angelucci was the Dr. Angelucci that I helped in the surgery in Italy.

LaBerge

Oh yes, you did tell me. You told me the story, on connecting with the war. Okay.

Kerley

So intermixed in all this was the friendship with Ralph as chairman and the board members. I think one of the big jobs we had to do was to make the board members perform like board members. I think we got pretty well down the road on that. Jack did a marvelous job. So it was a wonderful experience.

LaBerge

Well, why did you leave and when, and when did he leave?

Kerley

Jack left first.

LaBerge

Oh, he did.

Kerley

And come back and be vice president of the UC system. Then I, being on all these Washington things, I felt that with Jack gone and with my marriage in difficulty, and I had already moved into an apartment in Lexington, I was ready for a new start. So that was probably the best thing to do. So I was interested in coming back. Jack talked to Kerr. There was nothing that they were able to come together with that attracted me. So I was on a committee with a man who was president of Johns Hopkins, by the name of Eisenhower, Milton Eisenhower.

LaBerge

Oh, Milton Eisenhower.

Kerley

Milton was about to retire. They were going to get a new president for Johns Hopkins. I had started talking to Milton Eisenhower because he couldn't drive. He would come down to Washington for a meeting, and he would ask me if I would drive him home or get him a ride so I would take him myself. So on the Baltimore Washington Parkway in bumper to bumper traffic, Milton and I had a hell of a long time to talk. That friendship went on after he was out of the presidency at Johns Hopkins, and he was still being invited to join everything in Washington. So we still had other opportunities to drive together. It was a wonderful experience for me. So along comes this new president, and he invites me to come up there, and I meet the board and all of the power structure of Baltimore, banks and so forth and so on. I was impressed with the medical thing at Hopkins. I later had to revise my view of things, but nonetheless Hopkins is a very fine institution, and they were in a bundle of trouble financially, and everybody was hammering and nobody was doing anything. So I took that job. The president had not even yet arrived, but when he came, I almost immediately realized that here I am at Johns Hopkins facing the same thing I faced at New York.

LaBerge

Who was the president?

Kerley

I'm going to get his name—Lincoln Gordon. I'll give you one example. He was a former ambassador to Argentina. He was a paper guy. Everything had to be written down, and we called him white paper. He would call staff meetings over the vice president. Here you have vice president of medicine David Rogers, one of the best guys in the world, best medical, sitting around looking at one another because he's taking phone calls or he says, "Excuse me." He leaves and doesn't come back. Finally we had a meeting, we—

LaBerge

"We" without the president.

Kerley

Yes, we without the president. So I was nominated to tell the president that we weren't coming to any more meetings unless he would schedule them and be there and take no phone calls. He got irate about that. I'll give you one other—

He, the president of Johns Hopkins, lived in what we called Milton's Hilton. Milton Eisenhower's, and the kids, the students called it Milton's Hilton. It adopted this terminology. So it was a big beautiful house. He and his state department ambassadorial style issued an order, which was equivalent to a state department executive order, I think, that all the senior people and their wives would meet at a certain time for dinner and cocktails once a month. It was going to be black tie and so forth and so on. So I was living out in a little town in a place where people who are moving into Baltimore, yes, moving in and moving out, I had a nice little facility out there. A lot of interesting friends because it was a march through, in and out.

So I went to the first one, as I should have, as I was instructed to, and I'm the only one there. Then about an hour later, near the end of the cocktail hour, which was announced with a bong by somebody, a few other people came in. We went to this large table, and here's the president sitting down here at this end, and I'm sitting down at the other end, not his wife. She's sitting to my left, and another lady is to my right, and there's hardly anybody in between because people don't come. They have all written very formal letters explaining why. Those had to be read by the president before you could dip into your ice water. At any rate, it was such a laugh. So finally I said to Mrs. President, "How come I'm sitting where you should be sitting?" She said, "I won't sit there." I said, "Why?" She said, "I can't look at him for that long a time at any one sitting." [laughter] I won't go on, but that would give you the notion of the kind of glancing blows she struck him by bouncing them off of me and other people. She never talked directly to him. As one of her favorite expressions was "would you please tell the president that..." rather than her telling the president. This is a lovely. We're going to have a bundle of fun doing this. It was right on the campus, and I was out about five or six miles. So it was no big deal, no logistic problems.

But what really made my mind up about him was the day of the Cambodian incursion in 1970 and here, in Hopkins my office was in what they called the Homewood office, which was the Arts and Science. Medicine was downtown. Dentistry is downtown. So it's a lovely little campus, and I didn't care much for my office because it was filled with antiques that were priceless, and I always felt that I was going to crumble them by slipping or sliding or something. But it was a lovely old house that had been converted to offices. The kids there are the undergraduates, but a lot of graduate students. For research the undergraduate instructional load was ridiculously low with 500 undergraduates and about 800 faculty. So the student-faculty ratio was something that was very interesting. They were losing money; and therefore, we had thousands of people who wanted to come there, but the faculty wouldn't increase the enrollment. But at any rate during the Cambodian—so these kids were bright. I liked them. I got to know quite a few of them because I had an open time for discussion on any subject, and so the Cambodian incursion came, and they made a demonstration and it was raining. I used to look at them and say compared with Berkeley they don't know what the hell they're doing. But at any rate they were doing their best. It was raining, and you have to understand that this building, this office building which is a former home is looking across a large expanse of grass, and Charles, the main street of Baltimore, is going by, four-lane street. They decided to occupy Charles Avenue and stop the main artery in town. They're all covered up with plastic sheets because of the rain and were making tents and so forth.

LaBerge

Because of the rain.

Kerley

Because of the rain. My phone was ringing; the trustees were calling. Almost all the trustees worked downtown and drove up Charles Street on their way home. [laughter] So my phone kept ringing, people kept calling, and I won't go into the names, but Tilden was one of them. "What are you doing about this, Bob?" And, "Why haven't you gotten the Baltimore police here?" I said, "They are here. Didn't you see them?" On and on and on. One guy who was absolutely perfect, who was Al Decker of Black and Decker Tool Company, and he was chairman of the finance committee. So we had a lot to do together. I liked him. Al pulls up. He doesn't say where the hell are you and where are the police. He says, "What do you need Bob? Do you need help?" I said, "Yes. Go to McDonalds and get 200 hamburgers," and he did, and Coke. We invited the kids in off the street and out of the sogging wet into the fancy offices, and we sat around and talked about their feelings. In the meantime though, back at the other end of the building, the president is noting out the window that they're in the street, never comes out, never gets in touch with me.

LaBerge

No one gives him a call. Everybody calls you.

Kerley

Yes. Well, he wouldn't answer. I'm not sure they didn't call. So he finally says that, sends me a word by his executive assistant that he is writing a white paper on this issue of the Cambodian incursion and other political matters, and he wanted me to read it before the student group. I said essentially, "Screw you, buster. You read it. It's your paper." That started a division of thought, and he, well, the white paper never got read by anybody. The newspapers got a copy of it. Embarrassed the hell out of him, but not fatally. Anyway, that's all the kids really wanted, was somebody to listen to them. So we did that. It really gave us a bunch of new friends. It gave me the opportunity to walk among them as somebody who's interested in their being there. I saw it as a wonderful experience. He was, as it turned out to be, a perfect ass. So then that's when I decided I have promised to be here for two years, and Al Decker and I had made the deal. So I, spoke with Al one day and said, "Look, a deal is a deal and I made it. I'll live up to it, but I need the time and your understanding, I'm going to try and get out of here. You get rid of that president that none of you want and support, or you get rid of me. I'll handle that for you. You won't have to do anything."

That's when I told Bob Johnson, who was then with at Charlie Hitch, if there's anything that you think I can do up there, let me know. Well, he says, he hadn't been with Hitch yet. He was still with Roger [Heyns] on the campus. He said, "Well, I'm going up to work with Charlie Hitch and this job is open." I said, "Let me look at it." So that blends the transition.

LaBerge

We can start there next time.

Kerley

Yes.

LaBerge

You left before two years. You didn't stay at Hopkins two years.

Kerley

No, the deal I made with Al Decker I carried out. I said I would go at the end of the year, and I did that. But I would assist him and the board in getting a replacement and any other advice that they wanted to get, because I had gained with them an understanding of the things that we could do. They asked me for a solution for the deficit problem. I said, "I'm not going to teach grammar school arithmetic to people like Al Decker and Bill Tilden and so forth." So I said, "Look, you have 500 students. You really have the capacity for about 4,000. You've got a waiting list of umpty, dumpty, dumpty. If we just took 500 more, we would move out of the deficit." Of course, the faculty went into a rage that I had oversimplified the problem and that they were too busy doing research to take care of another 500 freshmen. Then I negotiated the agreement with Goucher [College] to have the exchange. So we wound up with twice as much facility, and they were only down the street about three or four blocks so the gals were coming down. This was an all-male, Hopkins was all-male, so—

LaBerge

I didn't realize Hopkins was all-male.

Kerley

Yes.

LaBerge

Because it isn't any longer, is it?

Kerley

No, not since the merger with Goucher. That was a conversation that the gal—I can't remember her name—the president, she needed somebody like me to tell her about her numbers. It was not her bag and so I did. She let me just put this damned thing together. She had to talk to her board, and my ambassadorial president talked to our board about it, and he listened. He did a pretty good job on that issue because it was kind of like he treated it as a treaty, [laughter] which was okay with me because that's what it was. I felt that and Al had me come back and I continued to function as helping the treasurer, because when I went there we had \$150 million, which is nickels and dimes now, in equities, I mean in investible cash. We were handling it, the former treasurer was unskilled, and we had a nice young man who was skilled, and he was the assistant treasurer. I made him treasurer because he did the work. But I was his boss, and so we, I started competition.

We took the \$150 million, and we broke it into three \$50 million packages, and I kept one \$50 million with him. We took proposals on managing the other two lumps and see who could do the best job. They had to expose their philosophy, and it was very well done. It was done by the investment manager for me in Philadelphia. So you win some; you lose some. I went heavily to bonds because at that time it as the thing to do as far as I could see. I'm not a very complicated thinker on this matter. They were all hoping for high fliers, and I whipped their fanny at the end of the year. My earnings were better than the other two \$50 million pieces. But it was a way of livening up the involvement of the board in that because they got a chance to choose between these guys and read their reports, and a lot of them had their own personal notions about how individual transactions should be done. So it was a hodge-podge. There was no fundamental underlying logic. So we, I think it helped the board do a better job. But I had done pretty well in

Kentucky. We didn't have that kind of endowment, but we had the foundation that was performing pretty well. That's really what led me to be interested in the presidency of the foundation here.

Interview 6: July 3, 2002

LaBerge

Well, last time we ended with your end at Johns Hopkins and deciding to come to Berkeley. But why don't we kind of revisit how that occurred?

Kerley

Well, it occurred when I was unhappy at Hopkins because of the president who was a non-entity, and yet I had signed a two-year contract with them, and I admired many of the members of the Johns Hopkins' board. It's truly a great university. But I had the option of either burying myself in a lot of the big things that Hopkins was doing or getting out and getting back to where I really felt I belonged at Berkeley. So I called up Bob Johnson who had been a colleague, vice president of mine at the University of Kentucky, who was then [Chancellor] Roger Heyns' student affairs person on the Berkeley campus. He was being asked to move with [President] Charlie Hitch into the system president's office to help Charlie in administrative areas. So he was going to do that, and so his job on the campus was open. I had never met Roger Heyns. So Bob arranged for me to come on out and meet with Roger and Esther Heyns, and that was a delightful occasion, and I got a job offer.

LaBerge

Is that when you stayed at the Durant Hotel?

Kerley

No, that was during the strike. That came later. Okay, so I came. But I had to get out of the two-year contract or make a deal at Hopkins, and the guy that I had to do business with was the chairman and the chairman of the finance committee because they were the number one contact points. Al Decker of Black and Decker Tool Company, a man I knew, was the chairman of the finance committee. The chairman of the board was a banker who was the opposite of Al Decker [laughter]. Anyway, it came down that Al suggested that what we do is have me sign a consulting arrangement for the remainder of my contract period and to be available within reason to Hopkins during the transition, when they'd hire somebody to take my place. Hopefully in that period they'd fire the president or they weren't going to be able to recruit anybody. I carried out that agreement, and I spent a good deal of time in the first year at Berkeley going either by communication or by human body to Baltimore and doing things that were needed to get done. So there I was back in the land of friends. All the people in the business office functions knew me. A lot of the faculty knew me for the long other time that I had been there; so I really did feel like I was home.

LaBerge

How did you reconcile within yourself the situation when you left and how you didn't, that the business wasn't being considered properly, the business side wasn't—

Kerley

I found out it hadn't changed much.

LaBerge

But that was okay. You were—

Kerley

But now I was going to be vice chancellor.

LaBerge

That's right. You could do something about it.

Kerley

Yes. So it was very exciting in that sense. I think deepened the degree of interest that I could apply to things and the degree of intensity, more than that the opportunity to, I think, try and build back into the organization some of the qualities that were there and that had disappeared during the Free Speech Movement and other periods—particularly the shifts of command from Sproul to Kerr and different organizational philosophies that were in contrast and ongoing. But I think most of the people had not had leadership at least in the business area. I had no way to judge what was going on in the academic area. But it apparently was quite satisfactory. But I thought the kinds of performance that was going on in the payroll department and so forth and so on were totally unsatisfactory. So we just decided to start doing that.

That became the number-one focus other than the ongoing expansion construction, and other things that were also happening. But in essence, I think the university—individual organizations within the university—encapsulated themselves and inured themselves to the environment in which they were being forced to live. Centrality and direction of the organization was very diffuse. It was all self-defense oriented, not in the military sense, but in the human ego sense. So that's when I coined the little phrase that when somebody asked me what I was doing, I'd say, "I came back here, I had three dozen eggs each in their own little shell, and I'm going to make an omelet."

LaBerge

And I noticed omelet on your list. That's good. That's a great analogy or a metaphor.

Kerley

Yes. As a matter of fact, I'm using it now at JFK because whenever you ask an institution how much space it needs to do its work, you always get a number which is larger than the truth. Every one of the units, when asked how much space do you need to function properly, would come up with a number. Because they don't really have a responsibility for the whole operation, you can't expect them to give recognition to—. They want proprietary ownership right to X number of square feet. What I've been telling the JFK people is, okay, we have that now. We've got that. We have each of the eggs. Now the role of management, together with the deans, is to take those common spaces that can be shared and spread them out so they're useful in the location and so forth. Presumably we'll wind up with more space for better programs or more space than we need currently for expansion.

So that's the omelet theory in spatial allocation. That was the beginning of the period. Of course, People's Park was still active. The issue of defense was still there. All of the issues with the city of Berkeley, not the people but the government, were there.

LaBerge

Was that your responsibility to negotiate or—?

Kerley

Yes. When I first came back I had everything except the academic enterprise and the library. From time to time I didn't have the computer center, but when it went broke, I would get it back and try and fix it. So that meant everything. That was student affairs, business affairs, alumni affairs, local affairs, construction, plant management. I think it was a good idea to have it that way for a while. Eventually we decentralized it a little bit.

LaBerge

So tell me about the people that you had working with you.

Kerley

Well, when I came back, I guess Pete [Francis X.] Small was the only one who was doing identically what he had done when I left. I was gone a total of seven years, from 1964 to 1970. The physical plant was under Joe Hutchinson, good person, wasn't getting any leadership and didn't have a policy base on which you should be doing his thing and being effective. The maintenance of campus, there weren't enough measurements to suit me. Joe's a good person, but he was busy cleaning up after riots most of the time. So Joe went to work. We worked out a good solution for him. He eventually went to San Diego's campus, and so he left Berkeley. That was his decision, not mine. Those two things were there.

Norm [Norman] Mundell was the chief accountant, extremely competent, exactly what you needed and what I needed in a job like this. As a matter of fact, what he needed to be, to have self means, because he had very high personal ethical standards, and I fostered that because when I'm around him, I'm anxious to get something done. I'm going to push every damned button to make it happen, and Norm and I used to have some damned good discussions. Oh, I'd say we batted fifty-fifty. Every time he and I heartily disagreed, I'd say, "Well, Norm if you were in my job, not the job you've got, what would you be doing?" [laughter] I'd say he did get tongue-tied on that, and he did some pretty good tongue-tying on me. We are lifelong friends, and we still hear, not every month but every couple of months. His wife died, and he found a new lady, and we like them very much. So Norm was a pillar.

Student affairs was a mess, and it took a little while, but Arleigh Williams was there, and so I reached in at Arleigh, and he really wasn't quite up to the energy level that he would want to do the job. I'm sure a lot of different reasons, but he was the best we had. So I asked him to just help me take the thing over. The housing thing, the student housing thing was a big deal, and I always was interested in student housing. I'll have to look at, I think at that time I went down to the property we had owned in Albany and added 400 new units for graduate students adjacent to Albany Village, which was really quite small.

LaBerge

Where you'd lived, yourself.

Kerley

Where I had lived. Yes.

LaBerge

Did you also build new dorms during the time you were there? Closer to campus?

Kerley

I built all of those dorms.

LaBerge

Units I, II, III.

Kerley

Yes, and the student center. Now Zellerbach [Hall] had been finished—wait a minute, the other way around. The student center had been finished, but Zellerbach was just about to get undergoing, and we picked Vernon DeMars as the architect, and out came Zellerbach and the lower Sproul Plaza as we see it today. I had been involved in, before I had left, in getting the student center fee increase so we could build what's now Martin Luther King.

LaBerge

What was the student union before that was in Stephens Hall?

Kerley

Yes. We had a marvelous time in building that whole facility, because when we went underneath what is now Sproul Plaza, upper Sproul Plaza, there's a huge underground water river going. We had to build a dam all the way from Bancroft into the campus beyond Sather Gate and divert the water that was coming down around the base of the building so we could go ahead and put in Zellerbach.

LaBerge

Is this Strawberry Creek or something—

Kerley

Yes.

LaBerge

It is Strawberry Creek.

Kerley

But our measurements didn't recognize the volume of that. The engineering testings, ground testings didn't come up with the right numbers until we got the ground open. I had a similar case in Kentucky where they wanted to build a brand new engineering school building. There you're in limestone caves, and so you have to do a lot of deep drilling and very repetitive drilling on site. We've got all these beautiful readings and dug the hole to build the building, and there was nothing but a huge cave under there. I remember it cost \$400,000 in concrete just to fill up the hole, which was a lot of money then.

But at any rate, back to Berkeley, that was kind of the scene. I was very, very interested in the students and the student government and its effect on the campus. I was kind of horrified at the attitude of the student leadership with respect to the integrity of the administrators. So it was, I think, simply a difference in style, but I think it was misunderstood. Roger Heyns operated on a theory which said get everybody involved in everything, and everything will work out. So all his meetings were with very large groups including some students, but mostly the student leadership at the ASUC, if there was one, didn't want to believe in the administration, didn't accept

information as the truth. So I just decided to disband all of those large meetings and ask the leadership of the students to pick their own group to meet with me. In Roger Heyns' day, he would fill the conference room with the administrative people coming out of your ears, and all he did was aggravate the students and the students aggravated them.

LaBerge

So you were the only administrator and the rest would be students, when you did it?

Kerley

When they called the meeting and I told my staff people including Glenn Grant that I'm going to do this and if I need you, I'll call you. Of course, I went in there, and the students had filled up half of the table and half of a wall so that they had formed their own Maginot Line. [laughter] I was the only guy on the other side of the table, and I simply said, "Here I am. How can we become friends and do things together?" Then I turned my head slightly, and Glenn Grant had slinked in and sat in because he thought I wanted him to do that. I don't believe that—

LaBerge

Who was, was he a student?

Kerley

No, Glenn was my executive assistant. So one of the students raised, pointed out to me that I wasn't the only administrator in the room. [laughter]. So I asked Glenn to leave. That's the way we started out. Then I asked the ASUC to help us or the student leadership to bring students to us who would help us to build the student services systems to things that met their requirements and were improved. With that was formed the so-called reg fee committee. It was a fee at the Berkeley campus called the registration fee and the proceeds from that fee collection largely went to student activities. So that started to involve students in critiquing, designing, learning about the systems that were serving them. When I coupled that with instructions to the managers of all of the services that I had—I have to say this carefully because it was a very tender point. My point was that as far as I was concerned, I had no unit that could submit a budget to me for my review and approval which did not include an evaluation of that unit (a) by its own employees and (b) by the people who were the recipients of their services.

LaBerge

Namely the students or—

Kerley

Whoever, faculty, deans, and I think making that statement, no budgetary submission is complete without the presentation and evaluation system of the service you're responsible for, by anybody who would have a worthwhile stake in the service. That's when I took Mundell on about the payroll department, which was a laugh in those days. The degree of errors was ridiculous. It took forever for the hired person to get their first check. Seemed to me like it was six to eight weeks, and I made the rule that anybody coming to work would get their first check within a week. If you can't do that, tell me why not. That's the kind of spirit that, and the students, bless them, were marvelous in the way that they reacted to that. My people were a pain in the butt. But they gradually, without a lot of pounding from me because I'm really not a pounder, caught on. When I said, look, students are part of the family here. What about the other departments, the history

department and so forth. What do they think about your service? Well, each one of them then started—when I gave that response Bill Beale—

LaBerge

Who was the chief of police.

Kerley

Chief of Police, he had acute gastritis about that one. [laughter] Anyway, I think—

LaBerge

Meaning the police, they had to find out from the people they were serving how they—

Kerley

Including the students.

LaBerge

Yes. That'd be a pretty hard pill to swallow.

Kerley

It was. I won't go into that further. There's a lot more strings involved there. What I'm trying to say is that this was an emotional, an effort to get the emotion of the institution working, set up the proper amount of tensions and benefits, and that's kind of the way I think about managing a large operation.

LaBerge

What other units, for instance besides the police, were needing to be evaluated, police, the payroll—

Kerley

The health service.

LaBerge

The health service.

Kerley

All of them. There wasn't a single exception. The health service was a laugh. Here we had this huge hospital filled with empty beds. The history of the student health service industry had moved on, and a lot of doctors were making fat monthly checks, local practicing doctors, by getting an appointment to Cowell Hospital and coming up there to eat subsidized meals and not seeing any patients because there weren't any. We had the outpatient clinic [phone/interruption] whole notion of—

LaBerge

Of the health service.

Kerley

Yes. I took on the health service myself; so that I had at least the experience of marching through of how to run a large operation. That's when we really began to really coin some money, thousands, hundreds of thousands of dollars being spent for nobody's purpose.

LaBerge

Is that when Ed Roberts and other disabled students started living at Cowell?

Kerley

That was something Arleigh—we reached out to the disabled students and told them that I was interested. We were going to get the buildings in shape so that they could have access to them. Laura did that, we've talked about that. Laura Brehm took that on. I asked her to work with those groups and examine each building, tell me what the flaws are, tell me what, and have Joe Hutchinson figure out how much money it was going to cost, and then I went about getting the money to do that. About the time we got going, the feds started coming up with money, capital money to help institutions. So we were read—at the big pig at the trough. [laughter]

LaBerge

What was the impetus for you in doing that? Was it before those, whatever the regulations, the 1970—

Kerley

Title IX.

LaBerge

Yes. Well, Title IX. There was Section 504 for the disabled.

Kerley

Well, I don't think any normal person with eyesight walking around the Berkeley campus would not become aware somewhat quickly about the number of handicapped people there. I think there were two basic reasons, a good institution and a lot of these handicapped people are not handicapped in the brain. They wanted independent living, and the Berkeley community accepted them more than what they would be accepted in other parts of the United States. I've never really deeply analyzed that, but I think that those two things in combination plus an institution that welcomed them and tried to organize services or help them organize services to give them the kind of help they needed to do the job. Along came the Center for Independent Living. I didn't know anything about the Center for Independent Living. I'd never heard about it. Arleigh [Williams] had that whole bag underhand with Ed Roberts and Judy Heumann and on and on and on.

I think the first tragedy that I saw was the Center for Independent Living people, the leadership coming and saying, "We're going to go broke. We're out of money. We have no money." They had all these ongoing services, and they needed cash, and they had no way to generate it. I'm glad I mentioned Norm Mundell, because I wrote a request for checks to Norm Mundell for \$50,000 and had him write a check to the Center for Independent Living, which was then living on University Avenue going towards San Pablo. I had written on the request for issuance, or dictated to. I think, Laura that this was in payment for services previously rendered by Center for

Independent Living on behalf of handicapped people on the Berkeley campus—students—and in pre-payment for continuation of those services for a time. Certain you can find it. “Well, that,” Norm said, “You’ll have to sign that yourself.” I said, “I will.” So I did. If they did the work, I’d pay for it myself. I didn’t have the time, but I would have

Kerley

Things that were going on or to the police they tried to stir the pot and get things moving for the handicapped folks, and that incident of CIL’s tenure seemed to be coming close to termination, needed some drastic action. So I did that. I think in September it will be thirty years since I did that.

LaBerge

Wow. Are they having a celebration?

Kerley

They have it every ten years, and they ask me to come say the same thing every ten years. [laughter] So Judy is, oh boy, one of the CIL former presidents, Roberts, not Ed, but Mike, I think. They are giving it, it’s going to be at Pauley Ballroom. We’ve had it everywhere, but they always asked me to come, and everybody seems to kneel in reverence to that moment when I wrote the \$50,000 check.

LaBerge

What about the campus committee, I don’t know if I’m going to have the title—

Kerley

The campus committee on—

LaBerge

On architectural barriers.

Kerley

That was Laura’s committee.

LaBerge

But you must’ve fostered that. When you say it was Laura’s, you say—

Kerley

Yes. We had the job to do. Elmo then, I think, was back with me, Elmo Morgan, and Joe Hutchinson was involved. Laura, we needed somebody to coordinate the attitudes and systems and needs of all the students, handicapped students and non-handicapped students. We found that many, if not all, of our buildings on campus were not reasonably accessible. Now, there have been a lot of laws written on accessibility, and some of them are extreme in their requirements. But since there was no law at that time, I made my own laws. Do this sensibly, and do it so we can afford to get it done, not not afford to get it done. Laura had gone off and had a baby, and she was ready to come back to work, and so it was a good thing for her to come. She could do half-time, and she did a marvelous job, and I think you’ve talked to people who remember Laura as being—

LaBerge

Oh, Sharon Bonney—

Kerley

Sharon Bonney—

LaBerge

Susan O'Hara, yes.

Kerley

She's a sensible. I told her that's what we want to do. Please go do it. She would report periodically. Laura was very good at organizing things. So I think that kind of insertion of attitudes, of serving students, serving the faculty, serving everybody that we're supposed to serve and doing it well and involving them in measuring the quality of your service, that became the key operating basis for, and Ted Chenoweth came along then. He took over the business area and did a marvelous job.

LaBerge

So he was doing that. You were then working more with the students.

Kerley

I was trying to do everything. I was. I was also putting a large amount of time into the student area because it needed it. It needed affection. It needed respect. I found out that if you give it, there's more of a chance that you're going to get something back. So we did that. I'm proud of that. I truly am. I think the place changed for the good.

LaBerge

How did you keep up, after you had that first meeting with just you and the students, how did you keep that up? Did you kind of form up the meeting or—

Kerley

No, we formed what we called a brown bag.

LaBerge

Okay, tell me about that.

Kerley

Okay. The brown bag was: students could bring anybody they wanted to bring and say anything they wanted to say. Bowker then was chancellor, and Al came to every brown bag. He never said more than thirty-seven words in a month. But he exhibited respect and affection and humor. Al has a tremendous quality for subtly dragging humor in front of your face so you have to laugh. He doesn't throw it at you so you trip over it. I give a lot of respect to Al for his involvement. The kids loved him, not everybody, and not everybody even loved me. That's just the way it goes.

LaBerge

That's unbelievable. [laughter]

Kerley

Anyway, that's kind of the way I look back, and I look forward to going to the CIL again to play the same role of reminding everybody that on that day they didn't have any money and look at thirty years now, you're what you are.

LaBerge

Where did your idea of getting the student interns come from?

Kerley

Same notion, to give individual students not part of any other organization, although they could obviously belong to things—but they weren't there representing—an opportunity to identify, measure and have success or failure in proposing something that would improve whatever they identified. I had a lot of bureaucratic-type assistants hanging around who wanted to write all the rules down. I said, "There will be no rules. There is no set number of interns. There will be either zero or whatever number happens. Each one who becomes an intern will get \$500 a month as a form of student aid, and they do not have to submit a book proposal for my review and approval. They simply have to tell me what it is. Then they have to tell me how they intend to go about it." The only thing that I required there was that they read what I had to say on a little piece of paper about courtesy and that I didn't see the role of an intern to be an antagonistic role, but a constructive role, and that no one was to investigate or search or dig into anything where the supervisor of that function was not informed about it. The only other requirement was that they had to take me to lunch once a month and tell me what the hell was going on. That became a wonderful ritual. So here thirty-some odd years later we're meeting in a Chinese restaurant in San Francisco, same people.

LaBerge

And you gave them their start.

Kerley

They gave me a start.

LaBerge

From what they said, it was vice versa. I mean well, it worked both ways. It worked both ways.

Kerley

Well, of course it worked both ways. It had to work both ways. They were very, most of them were very suspicious of being an intern of the vice chancellor because there's a stigma associated with friendship and affection—

LaBerge

For an administrator.

Kerley

Yes.

LaBerge

So how did you overcome that? Who did you even generate interest in them doing that?

Kerley

I don't know. I said it, and I meant it.

LaBerge

Did you put something in the *Daily Cal* or did you—

Kerley

No. Never printed a thing about it. Margaret Mould always wanted to write all this down. She was the one that had to go file the forms so they could get their 500 bucks a month, and it worried Margaret that it wasn't some big contract agreement. But oh, I remember them, all of them.

LaBerge

Why don't you tell me about for instance, Brad Barber? What was he going to work on and what did he do?

Kerley

Well, Brad was an intern, and I don't really remember what he sought out to do, but it had to do with the relationship of the ASUC. He was a law student. He was so capable, so smart, so sincere, so thorough and friendly that when his internship was up I just asked him if he'd like to stay on as a kind of an assistant to me on certain projects, and he did that. Then he finished law school, and I'm not exactly sure, but shortly after that he went to work for Clarence Scheps at Tulane. Clarence was vice president of finance at Tulane, and if I had to write five people's names on a sheet of paper that did something for higher education administration, he'd be one. Of course, he saw in Buzz what I saw in Buzz and Clarence what I saw in Clarence. So they had a wonderful tune.

Then Buzz came back. I'm a little fuzzy about how long that—I think it was three or four years down at New Orleans with Clarence. Clarence wrote the first—talking about accountability and financial reporting—Clarence wrote the first meaningful book of standards of behavior of accounting for higher education. I don't know how many later editions he issued, but it was the bible. I was not an accountant and I'm glad I wasn't, not that I disliked accountants, but I'd rather be what I am, than an accountant—and that doesn't really explain what the hell I am. But anyway, Clarence and I served on more national committees. Then he Clarence and I both taught a workshop for college and university business officers. When Clarence and I were teaching it, it was up at Lake Arrowhead. We later moved it to Santa Barbara, and I did that for thirty years, and I think Clarence did it for about twenty-five.

LaBerge

How do you spell his last name?

Kerley

S-C-H-E-P-S. You look him up and you can find him. I'm not even sure that Clarence is alive, but my wonderful story about Clarence, he was a very sharp individual. The last person at a table in a restaurant who would pull out his wallet to pay the check. [laughter] He knew I knew that, and we joked about it. So I don't feel like I'm telling stories on Clarence. We used to go to a place down the hill from Lake Arrowhead where you sat and drank and looked down on San

Bernardino and so forth. There were times when we weren't sure we were going to get back to the meeting.

LaBerge

Back up the hill.

Kerley

Yes. So we've had wonderful times together. So that was where Buzz wound up. He came back, and of course, now he's an assistant vice president of the system and what do they call it, advancement, institutional advancement. Buzz is a very wonderful person, very bright, almost painfully methodical. But also has a good ranging mind so kind of packs those two things together.

LaBerge

Well, tell me about Laura Brehm and how you found her, she found you and what her—

Kerley

Laura was, I think, a senior typist clerk. She was not my secretary. I had a secretary.

LaBerge

Was she a student or no?

Kerley

No. No. She and Larry had been married, but she became, when one of my secretaries left, and I don't have that right in my mind, Laura took the job over. I could see that my job with Laura was to teach her or help her learn respect for herself and increase self-esteem. So we worked on that. Laura, I think, proved to be a success because when I left, she by that time had gone over to Cal Performances and taken that thing over and turned it from a big loser to a big winner financially and a much improved program. Subsequently she became assistant dean of the business school for fundraising and alumni relations and so forth and was a whopping success at that. Now she's a very high salaried chief fundraiser nationally for the Trust for Public Land.

LaBerge

So did she ever work with you at the foundation?

Kerley

She was there while I was there for, see I was only in there for about a year, a little over a year. I think the answer to that question is yes. But we didn't work closely.

The other area besides the students—we're back to '70 or probably up to '75—but during that period the relationship between the alumni association leadership of the Berkeley Campus Alumni Association and the leadership of the campus, namely the chancellors, it was a big divide. The alumni association tends to be, I'll say right here to you, redneck on a lot of issues where the university was not and could not and should not be. So it was a difference, an age difference, it seemed to me, in the same way that the alumni association was being dominated by age. It had to be that in the mix, it would be ideal to have but not running; those attitude systems weren't fitting. So I decided that the best way to make a contribution here is to be active in the participation of the administration working with the alumni association to get some things done.

So Betty and I put tons of hours in going to alumni association board meetings and the socials, driving up and down the inland valleys of California talking to alumni who had never heard anybody quite so impudent. I was concerned that some alumni—mothers, fathers, grandmothers and grandfathers—blamed the university administration for the behavior of what they called “the students at Berkeley” My answer to them was they were dead wrong and that you can hardly expect the university administration, building and trying to run a great institution, to substitute for fathers and mothers and grandfathers and grandmothers in evaluation of the behavior of their grandchildren, and that they should look to themselves in the linkage between themselves and their student at Berkeley for what it was. It was a human relationship of grandparents and fathers and sons and mothers, not through the chancellor’s office.

So that didn’t get many boos. It got some boos. But I kept saying it and kept meaning it. I think at least it didn’t change anybody’s mind, but they quit asking me why we did this and that to the students at Berkeley. What I kept telling them is, that 97 percent of the people that we arrest at Berkeley in these student activities are non-students. “You’d better know that and listen to me. Don’t ignore it. Listen. So we’re by and large, chances are we’re not talking about your kids at all. I think you’re not, but you don’t know. You just tied them all together and think your grandson’s out running around ripping bushes out of the campus grounds.” So that I must say that didn’t endear me to a hell of a lot of people. Eventually though that was no longer a point of discussion. I didn’t have to shut it off. It didn’t happen because I think I was—not me alone, but any person who gets emotional about something doesn’t, including me, doesn’t always reason things out very well.

LaBerge

At least for instance, you listened to them and you didn’t ignore them. You answered them and maybe even if they didn’t agree with you, their minds were opened a little bit.

Kerley

Well, I bring it up because it was to me the future of— it was very clear that in the future that money coming from the state with the other demands on state government was not going to be there. These are the people, the students there now and the students who have passed on through become alumni or did not become alumni, dues-paying alumni. They were going to be the source, not the source, a source. We would still continue to get something from the state, but it wasn’t going to be in the same balance with other state government needs, particularly penal colonies. So it struck me that the university had to do more to encourage an interest in what our problems were in doing our job and fulfilling our hopes by spending time with them and telling them what they were. That’s what I did, and Al Bowker did a terrific job on that. Mike Heyman did a good job on that. Everybody kind of got into that game, not because I started it, but because it needed to be started. I think that may have shown up in some of the data of fundraising, because if there’s any one thing that you can say that’s been successful, is the growth of private giving to Berkeley. It’ll never be—I shouldn’t say that, but I was going to say that will never be like Harvard and Stanford. But why not? It will just take a little longer. So those are the kinds of things that came through my mind coming back, and they all could not be approached at the same time or with the same vigor.

LaBerge

Tell me about when you were vice chancellor, Mike Heyman was also a vice chancellor?

Kerley

Yes. He was *the* vice chancellor.

LaBerge

The vice chancellor. Who was vice chancellor for academic affairs?

Kerley

Jack Rawley was for a while. Bob Middlekauf, who then went off to the library at—

LaBerge

The Huntington.

Kerley

Huntington, yes. George—

LaBerge

Maslach.

Kerley

Maslach was vice chancellor for research, former dean of engineering. Then there was [Watson M.] Mac Laetsch. He took over student affairs when they were taking my job and quite properly flattening it out quite a bit. So Mac and I had a lot of, he took over intercollegiate athletics, men's and women's, from me, and I've always enjoyed working with him.

LaBerge

Let's talk about intercollegiate athletics when you were in charge. There was a lot going on with Title IX and—

Kerley

Well, Title IX, of course as you know, benefited or set up the standards of behavior of institutions with respect to equality in the allocation of resources for men's and women's sports. When I came back I noticed that the administration of the men's program was terrible, and so we had to terminate the athletic director.

LaBerge

Was that Ray—

Kerley

No, Ray was the football coach.

LaBerge

Who was the athletic director?

Kerley

I couldn't tell you. [laughter]

LaBerge

We'll leave that. Okay. Okay. So did you, how did you discover that? How did that happen?

Kerley

Well, in pretty simple obvious ways. Nobody knew what the hell was going on. At that time the Raiders needed to use our stadium periodically for good reason because of conflict in baseball scheduling. Al Davis who is, can be nominated by me alone as the world's first and greatest class jerk, had used his wiles on the administration so that at the end of the first game with Pittsburgh against the Oakland Raiders, I believe that that contract resulted in *our* writing a check to Al Davis.

LaBerge

My!

Kerley

Yes, because they had mismanaged the ownership of the hotdog stand and all the food side. Anyway, it was ridiculous. Paul Brechler. Brechler was a nice man, unable to deal. We had to have a new athletic director. Of course, in the meantime, we got in trouble with the NCAA—

LaBerge

Yes. Tell me about that in football.

Kerley

Yes. Football.

LaBerge

We're having trouble right now. [2002]

Kerley

Yes. Yes. I think from time to time almost everybody's going to get a haircut. As long as people continue to behave as idiots, and that's going to be forever.

LaBerge

So was that over recruiting, or what was it over?

Kerley

Over recruitment and other kinds of things. I, along with the alumni association people that I met and a lot of lawyers, volunteered to help and so forth and so on. But the NCAA's machine for exercising penalties was quite a juggernaut. I took a position that the NCAA was wrong on one of the principal issues that they were raising with us. So we went through their whole process. I took along the young lawyer, and I told him, "I'll do the argument on the facts. What I want to know from you when we're through is what's wrong with this process because there seems to be no opportunity for the accused to be heard." In other words, what had happened, the committee of faculty members on the NCAA committee would hold a hearing and ask you questions and you respond to them. Then they went into private session to come to conclusion and then announce what the penalty was without explaining it. I was just livid at the absence of due process. That's when we took on the whole NCAA, but tried to do it in such a way as not to have the university become a scapegoat.

But the NCAA had its own organizationitis that had grown up through tradition and selfishness of its leadership, which I must say included some of the best faculty people in the world. I can't

say we won anything, but the lawyers soon recognized that the allegations with respect to due process were more important than the damned minor infractions; so now I think if you are an institution and go through that process, you get treated pretty well. You get treated fairly as you would in our court system and under the rules of our own national behavior and that to me was important to have done even though we paid penalties and to the extent that they—

LaBerge

One was Ray Willsey and was there someone else?

Kerley

Oh. Several.

LaBerge

All football or were there other sports?

Kerley

No. All football.

LaBerge

What kind of reaction did you get from community, alumni—

Kerley

Oh, well, mixed. I think that is the only answer to that question, whenever it is asked. Most people were uninformed about details and took emotional stances. Some of them were based on habit. Some of them based on taste. I respect all of those things. So that kind of criticism doesn't grind at my soul. What grinds at my soul is that some organization believes that the NCAA can pull a no due process process on me and get by with it. They're dead wrong. So that's when we hired Dave Maggard. Here he was. He was a twenty-six-year-old, twenty-eight maybe, successful track coach, protégé of Brutus Hamilton, brimming with vigor and would take on anything and had the energy, stamina and doggedness to do damned near anything. We got an organization in the men's program.

In the meantime, Title IX came, and we hired Lu [Luella] Lilly. There we set up the nature of the struggle because I did not feel that it was in the best interests of the women's program to put it under the men's program or under the leadership of a single entity. David reoriented his zest and vigor against the women on the basis that they were eroding the source of money, which would meet some of his needs, and making me share that. Then of course, I later became the problem to him. So he left, and I haven't talked to him since. David and I, I had to help him learn how to get to school. He did a wonderful job. When I told him, I remember his eyeballs, when I told him when he was hired that I expected him to show me that he had raised \$500,000 in six months or in the absence of that, a plan to get it done and to show what he had done. And he did. I worked night and day with that guy and others, and we started the cash flow into that men's program. Lu Lilly had been fired by the University of Nevada. I knew that when we were recruiting her, but when I talked to the University of Nevada people who fired her, they fired her for all the reasons that I would want to hire her. [laughter]

LaBerge

Which were—tell me what they were.

Kerley

Trying to grow in the face of the men's program requirements and so forth. So I had, Jeanie Dobrzensky head up that search committee for me, and they brought me a list, but they were all for Lu. I talked to her and I could see she had been embarrassed by being fired at a big institution. I went to work with Lu and helped her build her organization and helped her find some money.

LaBerge

How would you find money, because you didn't get that from the state?

Kerley

Go raise it.

LaBerge

From?

Kerley

Donors. Well, I found some money to give—

LaBerge

In just your own—

Kerley

In registration fees. Dave was getting some. The women got nothing for years. They didn't have an organization. They didn't have a sports program. They had a sports program that was part of the educational program in P.E. They belonged to certain leagues and played under certain competitive rules. So I was interested to see them, I didn't see any reason why we shouldn't have the strongest women's program in the world. I didn't see any reason why we shouldn't have the strongest men's program in the world. If you really made a study, you would find out that Dave did a fantastic job of raising money and organizing his group and competing. He and I both had a very poor record in selecting winning college football coaches. [laughter]

LaBerge

That seems to be a part of Cal.

Kerley

I don't know whether it's a part of it. It isn't enjoyable. Mike White then became a coach coming from Stanford, but I had seen Mike White play defensive end on the Golden Bears. I'd known Mike White ever since he was a student. That was an unfortunate experience because at the same time we had Chuck Muncie, the great running back. So we were able to win a little bit. But he and David, Mike was an irrepressible gentleman and really could not manage himself in a management sense. I'm not talking about personal behavior. He never really became a successful head coach, even in the pros. I felt it was David's job to chew his butt when it needs to be chewed and not mine, but if I didn't think it was happening, it didn't take me long to say so. But

Mike and I understood one another because he understood that the one thing about me is there is no bullshit in the system. The unfortunate part of it, it's the real stuff. [laughter]

Then I'll give you one notion. So we had to fire him. He was just doing the wrong things. When he had a year left or some period of time for which we would owe him money for his future, and he came in to say could I pay him all off because if he—I knew what his reason was. But he didn't tell me. He had signed up for the Raiders, and under our contract if he had another job, we didn't owe him anything. So he wanted to get all that cash in the bank. Hell, it was only \$15,000 or something like that. I said, "Mike, you'll get it. Go down to Norm and pick up a check for \$15,000 and go away and good luck to you." Maggard lost it because he thought—

LaBerge

Because he thought you should've said no absolutely.

Kerley

Let him go to the Raiders, and then we won't have to pay him, and I said, "David, you don't do that. For \$15,000, you don't do that. For \$100,000, you do." Just to get this thing behind us and let him march away feeling that he had pulled a goodie. That's okay with me. Dave never got over that. That was kind of the internal wars. But you can imagine the mix to go back now to think of 1970 forward as we have today, the mix of all those things going on plus strike.

LaBerge

Yes, and we're talking about Third World liberation strike, or are we talking about graduate student strike or—

Kerley

I'm talking about labor union strike.

LaBerge

Oh, tell me about that.

Kerley

Oh! [laughter] That's when I took a hotel room in the Durant and didn't bother to come home.

LaBerge

Okay. Well, let's talk about that. Pete Small must have been involved with this.

Kerley

Oh, of course. Well, I think you need a short history on strikes in the University of California. We had had one coming way back in the sixties, maybe the late fifties. We had serious problems. Like we have in the Life Science Building a collection of biological specimens, germs and other bacteria/virus that is unquestionably one of the most unique in the world, and it has to be preserved. They have to be preserved. The loss of electroenergy doesn't do this. So we were trying to prepare for this strike, and now we're back to Sandy Elberg, and I said to Sandy in the Faculty Club, "Why don't we build an igloo outside of LSB and see if we can get it rigged up? Then we'll have separate power out there," and so forth and so on. So I order a bunch of ice or Joe does and we start this igloo.

I don't know in the files if there's a copy of it or not, but the whole idea was to move this precious collection and preserve it with auxiliary power, and what happened was that I was not responsible for managing the strike. I was responsible for making the university continue to function in the process of the strike. Labor relations were done system-wide. That was a problem because the regents are subject to more direct political pressure from the unions than any other body in the university, except the employees themselves. At any rate, I don't want to go back through all that except to say the regents folded, and the unions won.

LaBerge

Which unions?

Kerley

All of them. Mostly related to maintenance, the chief electricians, mostly plant operations, steam plant operations as well as the electrical system, the sewer system, the water system, the steam system. So the regents caved in, and the strike never occurred, and the igloo was demolished. Then when this strike in the seventies came along—involvement would be Livermore, rad lab, Berkeley, UCSF, and so we needed a systemwide kind of coordination of this, and John, the vice president.

LaBerge

Perkins?

Kerley

Who?

LaBerge

Perkins.

Kerley

Yes. He, and who was Morley's predecessor?

LaBerge

I don't know. I know he worked for John Perkins. I don't know who his predecessor was.

Kerley

Yes. I'll get it. John was about as schooled in labor relations as you and I. At any rate, it wasn't going to work, and so we had a meeting at a motel at the San Francisco airport with some of the regents. I reminded them that I was there, and John Perkins was I think, no, he was still there. That's a little bit fuzzy. At that time the system-wide was kind of dominated by Hitch-related people from the defense department and so forth. It turned out that the only way to make this thing work was to have me call the shots for the whole damned thing but not—from a strategic point of view. I didn't want to sit down with the unions and so forth and so on. But I did. So I had to organize the campus, and so that's when I got the hotel room in the Durant fixed; it had an adjoining bedroom for me or anybody else that had to sleep and a lot of places to sleep out in the big, what had been a meeting room. They fixed it up so we could have a place for people to come and eat at odd hours. I had food delivered in there. I had a bar, and it worked twenty-four-hours a day. We didn't get a whole hell of a lot of sleep.

Managing the student attitude. We had to do in thinking about campus strategy. The last thing we wanted to do was have the unions get great support from the students. So it was on a Sunday afternoon that I had the student leadership come in the Durant, told them what was going on, and I think the most telling thing in the faculty, we didn't want the faculty to even partially to get in support, but that's their right. If they want to do it, I felt it was my right too. But I asked Pete to put together a listing, not by name, of all of our Nobel Laureates; annual compensation and the president, the chancellors and the vice chancellors and all of the building services union people on the campus. When the one we circulated to the faculty with their salaries and the present salaries of the people going on strike, there wasn't a lot of sympathy. [laughter] We're back now to the San Francisco airport, and I said, "Okay, I can do this." You can take an organization office, and I'll set that up. So we did that.

The guys, the attitude systems at the laboratories is totally different than the attitude systems at San Francisco and at Berkeley and at the extension divisions—anyway, it was a big deal. I'm trying to get this straight in my mind now. In any event, there was a good deal of disruption, and I remember that cars coming in with big sacks of potatoes in the back, people were running, the strikers were running through the buildings throwing them in the toilets, clog up all the toilets. It was a big deal. The attitude on the students was very important. The football team showed up to help move food and so forth. So there were a lot of good things that were going on if you were on that side of the fence. There were bad things. I was very happy that they decided on non-violence, because I think some of the electricians would've gotten pretty well hammered by the football players. But all of that mix was going on. I think you can get some notion of the attitudes flying around. I told the regents back at the airport, last time—

LaBerge

You caved.

Kerley

You caved. Of course, you have got on the regents, people from the leadership of the unions in California, and I think that's good. But I said, "You can't cave or I'm not going to do it." So there was a general sense of cave we might, but not likely because none of them could guarantee anything politically. That would be unfair to press, but I said, "Just remember that's what you did last time. That's why we're doing it again because that's when you gave away the salaries then, and now if you give in again, you're going to have to get rid of some faculty in order to pay for them." I remember that something in the order of \$100,000 was the chief electrician's total compensation. I'm not talking about salary rates. I'm talking about how much money did the person take in checks during the year. There was an awful lot of overtime.

Well, it was rough. Los Alamos, not much of a problem down there. On the hill, more of an attitude system which is a combination of campus and Livermore. Livermore, redneck, so there was a lot of what I call misbehaviors of the day, and we would talk about them, but we just kept plugging straight ahead. The abuse and transgressions and other kinds of things were discussed in meetings with the labor union and sitting there while the chief spokesman for the labor unions' office opened his office mail ignoring the presence of the meeting. They pulled all the old tricks. Then the union leadership began to get some signals that we better work our way out of this thing. We had stood and not with gross intelligence, but with brutal strength.

I guess the best thing to say is it was settled. The unions did not achieve their wage goals. In fact we achieved withdrawals from using construction rates of pay for regular maintenance work. That's a big issue. At Berkeley, people who came every day to a maintenance-type of function got construction rates of pay, which were set higher because the frequency of their employment was not flat. It was peaked. So the logic of the argument had never been different. So some progress was made to going and by eliminating job titles and pay scales, and the thing was over. It was done in a cheap motel on north, what's the main street in San Francisco—up near the Civic Center, and it got around three o'clock in the morning, and everybody thought well, it's over. It was, if you had that kind of energy rolling and then somebody draws the curtain and the game is over, there is a tremendous outflow, and so mostly people didn't react to that initially. That was the center with which we dealt. I made it one point of behavior not to seek attribution beyond the game. Game's over. This is it. We go forward now. We don't, we don't kick shins. That was hard to sell to some of the plant people who were opposed to the labor. It was kind of a blow for some of them to have to take cuts. They were not major.

So that was a very interesting additional element to the kind of thing that I'm talking about which is more out-house than in-house. My focus had been to try and get these things done within the institution and not to make a lot of smoke about it. I just don't need that. But what I personally need is to know that I'm sure that I'm doing it right or that I've got the right thing in mind and the institution is more important than all of us and that it had to be sustained in the kind of dignity that it deserves.

Now talk about the seventies huh? [laughter] Oh dear. The fence came down.

LaBerge

The fence, People's Park.

Kerley

Yes.

LaBerge

Who were you negotiating with there, either with the city or—

Kerley

Nobody.

LaBerge

Nobody.

Kerley

No. I think it's fair to say nobody. I think it's fair to say that the city council, most of them anyway, have no real sense of the value of the university to the city, didn't care about it, as a matter of fact objected to it. I guess I'll go away from this earth into the clouds never understanding that. Now, there's some marked exceptions. Shirley Dean is one and so forth. To me, she's a marvel that she would have enough energy to survive that b.s. all these years and still wind up as mayor of the city of Berkeley. She and I would be the first ones to say that we didn't

agree on a lot of things. But others, you just wonder what there was about their value system that gave them such an opaque view of the university.

LaBerge

Were you living in Berkeley at this time?

Kerley

No.

LaBerge

No.

Kerley

Well, I did part of the time. I came back in '70—I took a condo out in Moraga because I was living by myself, and I wanted one big enough so that the kids could come. So I took a two-bedroom condo and had a fireplace, and I had a terrific deck over a creek and on Donald Drive. It was a way of getting out away from the campus. Although after I had my stroke in '74, I moved out of that place into Mark's house in Berkeley. A vice chancellor who went down and became chancellor at Santa Cruz, Christianson—

LaBerge

Oh, Mark Christianson.

Kerley

Yes. Well, when he went to Santa Cruz, I moved into his big house on La Loma, and so that's when Joe Vasquez was then an intern, and Joe moved in with me. He's now a vice president at San Diego State University and a member of the gang. They did it because they knew Betty was around, but they wanted to check on me, so Joe moved in, and it was great to have him around. At any rate I went from there to Mark's place, and then Betty and I got married in '75, and I moved into her house in Montclair.

LaBerge

How about that, should we talk about your wedding at the chancellor's house?

Kerley

Well, really Betty ought to do this because she did most of it. I just showed up.

LaBerge

But just the fact that you were invited to have the wedding there.

Kerley

Rose and Al [Bowker] suggested it.

LaBerge

That says something in itself.

Kerley

Yes. Well, sure it does. We loved them, and they were very kind to us. Working for Al was not quite the marriage setting, but he was an extremely unusual person. Marvelous sense of humor. A bunch of what I call Bowkerisms that were worth their weight in gold, but at any rate it was their idea that we consider that. Of course the gal that ran the house for them had the information from the last person that got married there, who was Bob Sproul's daughter. So we did. That was a wonderful—Rose gave Betty the upstairs blue room to do her dressing and so forth that Esther Heyns had just decorated before the Bowkers moved in. I sort of get confused there for a minute. Anyway, , we pick a lady minister, very regal appearing gray, blondish, long tall lady. She just looked holy, and she was a pastor at the Unity church near Lake Merritt in Oakland, that Betty had attended.

LaBerge

I'm just going to turn this.

Kerley

A lot of the so-called Kerley gang were there. Buzz Barber drove us to San Francisco after the wedding. We had a lovely time with family and friends at Berkeley.

LaBerge

I mean, a real Cal wedding.

Kerley

Yes.

LaBerge

That's great.

Kerley

Betty's brother Al, was coming [to the wedding] with his children and his wife. We were waiting for them. Betty was waiting to get word that he had come because she didn't want the wedding to go forward. Well, he was out barfing in the bushes. He had the flu. So he came in, and he was there, but Bill, Betty's son, Bill Strehl, was supposed to look for him and tell her when he came in so that then she would come down the stairs with her daughter Katherine Strehl and Bill, and the whole thing would start. Well, it dragged on. Here I am standing there and this beautiful minister lady is looking at me wondering and she's looking at to see, and she can't quite see that stairway there. Anyway, I turn around to the crowd and the crowd was getting a little fidgety. I said, "I'm going to do a little soft shoe for a few minutes after which I'm going to sing a song," [laughter] or words to that effect, and then the realization came that Bill had missed seeing his uncle come in, and we got on with the show. My son Bill, also, stood with me during the ceremony. My beautiful lady did a marvelous job and we had a very nice dinner. I guess we got in Buzz's car, and he drove us to the hotel in San Francisco. We were going to stay overnight and then go to San Francisco airport and go to Long Beach or San Pedro and get on a ship and go to Acapulco. That was the big honeymoon.

LaBerge

This was after you had had a stroke, is that right?

Kerley

Yes. I had a stroke in Boston in the hotel. I didn't know it. I got up because I was going to take an early limo to the airport. I had been at a meeting with the Peat Marwick people who put on a program of using computers to measure the performance of institutions in every particular, a marvelous program. I had gotten the degree of Ph.D. in computerology from Peat Marwick, and Danny Robinson, who was my long-lost—Danny Robinson and Clarence Scheps were the guys who established the accounting thinking in higher education. They deserve all the credit, and they are both lovely guys. Anyway, so here I am in a Boston hotel, and I'm watching TV, and I fall asleep. I get up when the phone rings and I go in and take a shower, and I notice that I don't feel water on my whole left side. I had noticed I also was feeling kind of weak. So I went down, checked out of the hotel, got in the lobby, got in a cab, and of course I had all my friends at Harvard. All I had to do was get in touch with them, and they would have taken care of me. I said, "Take me to the Harvard Medical School," to the cab driver, and he's asking me, am I in a hurry. [laughter]

Anyway, about another five minutes I said no, take me to the airport. So I went and got on a plane, a United plane, which was going to go nonstop to San Francisco and then to Honolulu. So everybody who was in there it seemed was wearing a Honolulu shirt and having a hell of a good time and I'm feeling half-dead. So I get to San Francisco and at that time there was as helicopter service from the airport that I had made arrangements for.

LaBerge

To Berkeley or—

Kerley

To Berkeley, right down by Emeryville. So Betty was to meet me there. But my baggage didn't get to San Francisco, and I can't tell you why. So we had to wait for them to bring the baggage across, or we thought we did. Betty was waiting there patiently, and she was looking at me strangely because I didn't look like I should have looked, I guess. Anyway, I didn't have a doctor. I hadn't been to a doctor in a long time. So I told her that I thought maybe I had had a stroke, and we ought to probably go get a doctor. So she'll have to tell you this. She had a dress to return to a dress shop in Montclair, and the question was whether she had to—

LaBerge

Return the dress or go to the doctor?

Kerley

Well, anyway I've forgotten whether we did that—no. Anyway, we wound up at her place, and she called her doctor, and he was painting his house. But he came down, and by that time I was not numb. That was a long time. The plane flight was at least five hours and—

LaBerge

Actually you were lucky, weren't you?

Kerley

Yes. So what followed was going in to have surgery on my carotid artery and have it cleaned out. That was when, after that surgery, I moved out of my place in Moraga and moved into Mark's place and had more people around.

LaBerge

Did you have to change your lifestyle, your eating or your exercise or whatever?

Kerley

I think cigarettes were the problem. Yes. I quit.

LaBerge

So you quit, just like that.

Kerley

Not perfectly. It was an imperfect departure but eventually within a few weeks I quit. So I don't have important residuals. Doctor—

LaBerge

And that's twenty-some years ago. Twenty-five or more.

Kerley

Twenty-seven. Yes. So that all happened, and I wasn't able to go to work, and I didn't want to. I enjoyed Mark's hillside garden and did a lot of stuff out there, and then I got onto this diet that Betty's doctor put me on, and of course, I lost a ton of weight and then actually went back to work. In the meantime Ted [Chenowith] and others, Pete [Small], they were marvelous, and Glenn [Grant], but by that time, Glenn had gone to work for Bowker and had left me as—. Al needed him. So but nonetheless, he paid attention and between them all, they pulled things together. I had to deal with some things, but mostly they knew how I would do it and what was going on. There was no— it got done. It was bothersome to Al, and I can understand that because he used my time a lot, and that's part of the job.

That was kind of a trying time, but it was up to me in Mark's house in the south end of the corner looking out the whole bay down to Candlestick Park and across San Francisco, and they had a little balcony out there. I said well, since you have to be here, why don't we just try and put all things together of the past few years and see what we should be doing next for both self and for place. I really took advantage of that, and I can't imagine having a perch, a better perch from which to do it. So that's what happened. Of course the gas crunch was on, and I had a big old Buick that belched a lot, and so I sold it and bought a little Capri that was red. My whole style of personal behavior and others that just changed. But it didn't change, I think the one thing that I got out of it was a tremendous amount of affection and concern back.

LaBerge

Well, Emily Sexton spoke about that when I talked to her, how they were just crazy about what was going to happen to you.

Kerley

Well, Emily's, I'm just lucky I've had, lucky or wonderful people around forever. I keep saying this to you and to them that they think that I'm very important to them. I keep telling them that they're more than that to me. What did Emily say? What were you talking about?

LaBerge

Well, she said when you had the stroke, that they, everybody in that office was just, they were so worried about you.

Kerley

Well, see at that time I was trying to do all the stuff we've been talking about on the campus—all that mix, external, internal, so forth. But I was also deeply involved in national issues in higher education. Well, I think at that time I was chairman of the committee on governmental relations of the NACUBO. I was on the commission on federal relations of the American Council [on Education] and also on the Land Grant Association. So as a member of those committees, those committees were active. So much was going on. I think I was cutting it pretty thin in terms of energy.

LaBerge

How about if we stop there and start with the national work you did, next time.

Kerley

Yes. We got to the athletics, men's and women's. We talked about a bit about the alumni association and students. Oh, and rec sports.

LaBerge

We should talk about rec sports. Does that sound like a good plan to do that? Okay, rec sports, national, and then we can jump into, I mean we can finish off that part.

Kerley

Well, it really moves it on up to the time when I left the chancellor's office, and I mean, I became the vice chancellor for development and president of the association. So I think we do the rec sports because that to me was something I wanted to do very badly.

Interview 7: August 9, 2002**LaBerge**

I'm here with Bob Kerley at Rossmoor. This is interview number seven.

Kerley

Wow.

LaBerge

You started to say something about you started listening to the students and they to you.

Kerley

I was trying just trying to get back to the very front end of the seventies because of the list that you just went through, to me one of the most glaring omissions that—it's not your list, it's my list—is what I did with academic research, academic programs and research, to try and foster the flow of cash primarily. So the personal involvement with Nelo Pace at White Mountain, how to do research with Nobel Laureate chlorophyll, Melvin Calvin—

LaBerge

Is that your nickname for him?

Kerley

Yes. Well, that's what his work was on. And Stanley, Wendell Stanley in biology. [William] Giaque in low-temperature laboratory. Not that I had a smashing effect on the design or direction of the program, but the interest to try and make them work, make our services to them the best because we had the best people doing the research. Ernest Lawrence became no problem to me because the thing got so big that it was a completely separate operation, and I was interested in it out of interest. For example, I was very interested in the foundation of the bevetron. I didn't think we could do it. But it was done. I didn't think on that hill that we could really—it was a real risk, I should say. I think we went ahead, I had some involvement in that. But it was a real question because it was going to be so heavy, and that hill is as hills go pretty fragile. So those things I think are, I don't want to get off into some of the other stuff without at least indicating that I had some involvement and tremendous interest in it, and with Charlie Townes and laser. How could you live through that array of undertakings and not be overwhelmed with the opportunities that were there to try and be helpful.

LaBerge

So do you want to tell me what then you were able to do with them?

Kerley

It would take forever, and I don't think we have the time. I think what I'm trying to say is that the history should show a real interest and involvement on my part to try and bring the resources of the university to help these people get their work done. Not always was I invited.

LaBerge

By them, you mean?

Kerley

Yes. Not always did they believe that those were my purposes. It was kind of interesting, but that's just the way the academic community worked sometimes. They're more stimulated by fear than anything else. When I review the document, I may be able to beef that up a little bit. But let's go back to your list for now.

LaBerge

Why don't we talk about athletics, both men's, women's and then rec sports too. What you were responsible for, and what were the changes?

Kerley

Well, of course, when I came in '70, the federal laws with respect to the women's sports had really not been developed yet. We really had no organized women's program that was part of the P.E. department, part of the women's P.E. department. There were leagues set up, competitive leagues, and we belonged to those that we could belong to and afford to belong to, but I would say blah. I would say the program was not anything like the men's program. There was very little belief that women deserved such a program. At least that was my sense. It wasn't my belief because I saw it as a matter of equity, and I was living in the era of, I'll call it the era of women. The role of women changed markedly in my career. So I was one to be positive about that. So I really did lean and start to put together the pieces to help the women's program. In the meantime the men's program was in a shambles. It had terrible athletic director who was kind old gentleman but a do-nothing—

Anyway, we had to get rid of him and I had problems in the football program. I had to fire Ray Willsey and his coaches, and we ran into a good deal of trouble with the NCAA, which was all very highly reported in the press and the minutes of the NCAA [cough]. We needed new leadership. We weren't raising any money. The year that I took a look at our men's intercollegiate athletics, they had raised \$30,000, and raised is the wrong verb because it fell in the window. It wasn't raised. So I looked, and we settled on Dave Maggard who was then the head track coach and a disciple of great track coach—Brutus Hamilton.

Kerley

We hired Dave and started to put a lot of time on training him to do his job and to get with the alumni and show them that there was some spirit in the organization, and David did an absolutely marvelous job. So we started the Bear Backers. That's an interesting little thing. The Bear Backers club already existed. Jackson's Party service, the owner Mr. Jackson of the wine and booze shop in Berkeley had a club called the Bear Backers.

LaBerge

Oh, I didn't know that.

Kerley

I said to Dave, go talk to Jackson. Tell him I want that name. I expected that Mr. Jackson would be mad. He was thrilled to death and said, "Of course you can have it. I don't own it anyway." He said, "You were very kind to ask me." I said, "Well, I wouldn't ever do that without asking you." So that's how we decided on Bear Backers. We didn't have a committee. We didn't go into what we should call everything. We just did it. I told David he had six months to raise a half a

million dollars. He didn't make it. He raised \$386,000, I think, which was from zero quite a vertical jump. That was simply a symbol of the great rise in involvement of alumni in support of the program and finding out who those were and spending time with them and aiding and supporting Dave and trying not to get in front of him was, it was a real undertaking. But I thought that it had to be done because we were simply not competitive, and we were never going to be competitive, and we had a hard enough time even after we raised the money being competitive. At least we had the means to do it if we didn't do it.

LaBerge

The money was going to be used for scholarships or for what?

Kerley

Everything. Of course, at that time the students were a very important part of the support of the athletic program because the registration fee was one source of funds for the athletic program. We had to work that out with the ASUC, and I think that the most important way we did that is we opened up the entire process of the registration fee, the organizations that it supported. I set up what was called a registration fee committee, which we funded, and students who worked on it could receive compensation for work. Their job was to make recommendations to me on how much each one of those activities should have in its budget, what their responsibilities should be, how we're going to measure that and grade it, so forth and so on. The student involvement was absolutely marvelous. The experience with the registration fee committee and the indication that we were open to bringing students right into the operation.

My only rule, as I've said before, the same rule for the interns, was courtesy. So all those things had to go together if we were going to get any place in the intercollegiate athletic programs. Of course, then comes the women, and then comes the women students who wanted to support the women's programs, and they found out that I wasn't an opponent. I was an advocate. So off we went, and we hired Lu Lilly and began to locate moneys and raise money. Lu did a hell of a job in raising money until we got at least the corpus of a central source of support, both emotional and financial, that had not ever existed.

I think those things were more important, and I think bringing the students in had a larger meaning to me because I was very convinced that the campus was simply unable and didn't really give a damn about recreational sports for students in general, not just intercollegiate athletics. So that's when I started. I called Bud Travers and [Bill] Manning together and said I want to do something about that.

LaBerge

What were their jobs?

Kerley

Bud was a kind of an associate vice chancellor, assistant vice chancellor for student affairs, and he ran some of the student affairs activities. Manning was the head of our sports and recreation thing, which I helped sponsor substantially with students assistance from reg fees. So we put in the workout tracks and the gym things around the campus, but we had no real facility. I think that's kind of a fun story because I went around, as I said, with Dave every time we went some place. Every campus I went smelling the facilities for men's and women's sports and recreation.

Of course, you go to Ohio State. The athletic director goes and takes you to all the intercollegiate athletic stuff. Some underling is doing the real job of providing the big facility. So I came back from a couple of years of trips like that, in making arrangements to see every facility that we saw everywhere we went, and I told Manning and Bud that I want a facility with no hallways, no smelly hallways, with a lot of daylight in the facility.

So they started out, Manning and Bud did that. Bud did the financial piece. Bill Manning did the facility piece. So we had a program. But we hadn't anybody to support it. So I had to sell the ASUC student presidents, and we would hold elections, and it would lose. That was really amazing, but not lose in the vote. We would lose in the ASUC. So anyway along came April Maynard who was then the president of the ASUC. April was supportive, and I give her full credit. If we hadn't gotten it out of ASUC, we would have never gotten it on the ballot. We would have never gotten our money to go borrow the money to build the building.

LaBerge

We're talking about the new Recreational and Sports Facility [RSF].

Kerley

We are.

LaBerge

I use that three times a week; so I'm very grateful to you.

Kerley

It's not big enough.

LaBerge

You're right. It isn't. It isn't big enough.

Kerley

Its biggest problem is—. I remember I lost part of Maggard when I took away deep left field in the baseball park, which he didn't need. But it was always used for football practice there's plenty of room for football practice in the stadium, and so I said we're going to do it, and just get out of the way. That's what started the women and the students against the men's programs and began to be a kind of an emotional circuit. Later the women felt the men were getting more than they were, and there was no way to defeat the presence of that. That was a good healthy exercise of releasing gasses as far as I was concerned. Getting that facility for the students as a whole and the faculty and the staff, I, in my own personal valuation system is something that I felt that we brought to the campus that had not been there. We had other things that did well and had been long in existence, but no one had really supported that. It's the students who paid for it. Without the ASUC leadership to carry it into the ballot, I think that was to me kind of a natural result of improving the relationship involvement of students in things that students are interested in.

LaBerge

Well, you'd be amazed to see how many people use it today, including a lot of emeriti, and the programs just expand. It's wonderful.

Kerley

Well, it really needs to, what I think of as building a wonderful baseball track facility someplace else, on the waterfront maybe. And it was opened up in some ways to the community.

LaBerge

Yeah, it is.

Kerley

Kids. That to me was good. Bill Manning I thought did a marvelous job. Bud did all the numbers, and everything went through the regents, and we had no problem. They stuck to my design. You will not find a hallway that was—

LaBerge

You're right.

Kerley

The one big atrium area in which all communication in that building and other hallways going down into the—

LaBerge

The locker rooms.

Kerley

Going to what we would call—what was the original name of that gym?

Kerley

I don't recall.

LaBerge

Now, is this a good segue into women and to what you did for women on campus?

Kerley

Well, I think I've been talking quite a bit about the fact that I thought we needed to do something to equalize or attempt to equalize the opportunity on both sides of the sex line. That's not a very complicated equation. The question is, how the hell do you get it done? How do you make your decision stick with respect to—. Well, David in the end, before he resigned, felt that I had abandoned men's intercollegiate program in athletics. That's the last thing I did. I never abandoned anything. But we brought up the women. We brought up the students generally. We got the Recreational Sports Facility, and for one term in office, that in itself, quite aside from the student center to begin with, because that was in the very, very start of the rest of that student center or *the* student center.

The only other area that comes dramatically to mind on women is making sure in the large body of employees that women had a shot at better jobs. I think you can spend some time with Betty listening to her because she was one of the organizers of the committee, although she was in systemwide, to improve the management capacities and opportunities for women. I can't remember at the moment what they called that group, but I met with them several times. They usually met at lunchtime, and they became a very effective force in improving the educational

programs that Pete Small was offering. I think if you look at the record, it had been pretty much a tradition that every one of the services or units that I ran was run by a man. There's usually a loyal woman somewhere doing most of the work, and I think that changed because I believe that if you can do the job, do it. Let's play the game. If you can't do the job, tell me. So I think we made a lot of good choices giving women an opportunity to improve their job status. I think that kind of sums that up.

I'm very proud of the fact that in a month or so I'm going to the thirtieth meeting of CIL, thirtieth annual birthday party. That kind of is a signal of a tremendous amount of energy that Arleigh Williams and I put into trying to make sure we were giving the handicapped students the best shake that we could give them.

LaBerge

Well, how did that involvement start? How did you get involved, because that was in your bailiwick or did you have an interest?

Kerley

Oh no, I had an interest. I, well, I moved forward and became chairman of the CIL board.

LaBerge

So it was already in existence when you started?

Kerley

It was beginning to be in existence. It was trying to be in existence. It was going out of existence as a light that was going dimmer and dimmer and dimmer because there wasn't any money. There was no organization.

LaBerge

Where was it located when you started with it?

Kerley

Down on University Avenue somewhere towards San Pablo. Well, I think we've gone over this.

LaBerge

We did go over the beginnings of that. But what we didn't—

Kerley

It was Arleigh who came in and said they're going to go broke and—

LaBerge

And you got them some money.

Kerley

I wrote them a check. It worked. But it needed more than a check. It needed, we already had inside of the institution, we had our own handicapped group, and they saw one another as opponents, I think.

LaBerge

Opponents with CIL or—

Kerley

Yeah, and vice versa. That's really not fair, but some of that existed. So I thought of getting on the CIL board and helping them and also working with our own people and trying to marry those two groups and their effort rather than compete along with Ed Roberts being obtuse and obnoxious whenever he wanted to be, but for good purpose. Arleigh's soul was in everything Arleigh ever did. I would give Arleigh a good deal of credit for that, and Ed and Judy—

LaBerge

Judy Heumann?

Kerley

Yes. Then Ed formed the international organization, the World—

LaBerge

World Institute on Disability?

Kerley

Yes. And I served on the board on that, not too effectively because I was very busy doing about 19,000 other things. But with the dean of the medical school in San Francisco. His father tried to hire me once. Let's see, Palo Alto clinic—

LaBerge

Philip Lee.

Kerley

Yes, Philip Lee, Russell Lee is his father, or was. Russell Lee started the Palo Alto clinic after World War II, and I was at Berkeley as an assistant business manager. But John Eckerdt who was an M.D. in Palo Alto had been in the army with Russell Lee in India, and John and I were friends for the thousands of years before the war. John kept pushing me to be the head administrator at the Palo Alto clinic. So I considered it, and I don't know why I turned it down because it was a very good job. It tied back more to what I had originally started to think of myself as, but at least when I was an undergraduate and tried to get the hospital administration thing as part of my experience, or medical administration I guess was a better way to put it. But I turned it down. I can't really tell you why. By that time I was pretty much married to the university, intellectually.

Kerley

We've got to get through this section. What else have we got there?

LaBerge

Okay. We've talked about—

Kerley

We've talked about the handicapped. We did a little bit about women.

LaBerge

And you talked about Laura Brehm's part in all of that.

Kerley

Her role in the handicapped thing was, well, it was critical.

LaBerge

It was critical. She got the—

Kerley

She was just superb. Elmo Morgan was then, had come back from systemwide, and he needed a few years of retirement credit, and Elmo Morgan's the best physical facilities man I ever ran into.

LaBerge

I interviewed him, too.

Kerley

Yes. So he said, "I need a job." I said, "You've got it." So he came back and the leg that I asked him to work on was the what one would call technical engineering standards and the seismic. Elmo is the guy who really did the work for Degenkolb and the members of the faculty who were the world experts on this subject but paid no attention to the Berkeley campus.

LaBerge

Now, you mentioned a name Degenkolb.

Kerley

Degenkolb.

LaBerge

Can you spell that?

Kerley

D-E-G-E-N-K-O-L-B.

LaBerge

Is that the engineering group?

Kerley

Yes. Well, now he's a faculty member. But he also has a big company, and his company did seismic engineering design standards. He was exactly what we needed. But they were out saving the world, but not saving the campus. I remember Elmo had a starting luncheon at the Faculty Club and invited all these people, and I had never met any of them. They had certainly never met me. It was very simple. Elmo had already convinced Degenkolb that what he did for a living was exactly what we needed. We needed somebody to tell me about the seismic quality of our buildings in engineering terms so that you could do something about it other than wring your hands. So, Elmo took that, and with that effort they adopted a set of standards, and then Laura and her group went through building by building—this is long before the feds ever had a law about this. It was something in which I was just distinctly interested. Why in the hell can't we,

the greatest university in the world, develop design standards for our own safety and apply them right here at home? Degenkolb and his group answered the call, and of course, then they were chosen by statewide to write the, to do the same job at the system. We were off and running going building by building, Laura and her work group, and I had no money. We knew every damned thing that was wrong with every building.

LaBerge

But no money to change it.

Kerley

We just sat and looked at it.

LaBerge

What did you do about that?

Kerley

We went and got some money.

LaBerge

Who, I'm trying to think of who the president, was the president David Gardner by that time or was it Saxon?

Kerley

It was Saxon.

LaBerge

So these were bad budget years too.

Kerley

Oh, there was nothing good about any of those years. But you can't sit around. I couldn't go to work and sit around and do nothing because we didn't have any money. We did something. But at any rate, it's good to have the origin of that mentioned here because after that, the world took over, and the Degenkolb group wrote the California state standards, and they went into law. We had already been working on them for a couple of years.

LaBerge

You got ramps built for—

Kerley

We did the things we could afford to do. Yes, we had ramps built. We got doors punched. We got lighting. We got elevator surface tactile things for the blind. We did what we could. It was, I'm trying to remember the sources of money. But the feds came through because we did what they should've done in the first place, is set the design standards and set a bunch of rules and do's and don'ts, but I don't think they had the capacity to do that. I think we made a mark in the sense that Degenkolb and his group took the thing seriously, did a professional job. I think as, I haven't followed it for years, but I think it's been under constant renewal by groups like Degenkolb's business operation of improving materials and improving methodology for construction, as opposed to setting standards for what something looks like after you build it. It's a lot in front of

that that certainly has come out of the competitive industry of improving concrete, steel, wood, all of those things.

But the standards for accessibility were the things that I was interested in, because it seemed to me to be unfair if you invite every handicapped person in the world to come to the campus and then not have it work. We clearly had the largest handicapped population of any university in the United States at least. I don't know about the world, probably the world. We had clearly the highest number of graduate student handicapped people.

LaBerge

Well, there was an office that just dealt with, I can't remember what the name of it is now, disability issues. Was that under your supervision?

Kerley

Yes. Yes. That was under Susan O'Hara.

LaBerge

Was Susan O'Hara the—

Kerley

Yes. Yes.

LaBerge

—leader then. She's been very helpful. First of all she—

Kerley

She can probably do a lot better job on the history.

LaBerge

Well, she's been interviewed, but she's an interviewer for us on this issue. So it's really good.

Kerley

I look back at the handicapped thing as an important part of my experience. It's something that I revere. It's real fun to go to the CIL meeting every five years and have them act with reverence about a check that I shouldn't have written.

LaBerge

Sometimes you've got to break the rules, don't you.

Kerley

We made the rules. We didn't break them. I look about that whole disabled thing and the various ways, but I think one of the nice times is the feeling that I got from those people. [with emotion]

LaBerge

Well, they, the ones I've talked to really feel that way about you still.

Kerley

Same way I feel about them. I think that's enough about them. Oh, I remember not sneaking but going quietly to some graduation ceremonies where one of them, after sixteen years, got a degree with a pencil stuck in his forehead. Remember that?

LaBerge

Yes. Yes.

Kerley

Well, it was hardly possible to have a conversation with a lot of them because they weren't able to converse. It was then that I really began to believe that if you listen to people who are not saying anything, you're going to hear a hell of a lot more than if they did a lot of babbling. What I mean is, there is something emanating from them that is affecting me and what is that? The other way around, because I would see them be affected as well. No words. Don't need them. So that was, I looked back on it even though I'm kind of grumpy about it right now, but it was fun. It needed to be done. We got some things done. We didn't get it all done. Laura certainly took that thing methodically. She just beat the hell out of everything until it got done. I'll never forget her. Okay, let's quit crying and get to work here.

LaBerge

That's part of the work. How about the national committee work that was related to all these things that you were doing? Is this a good way to go into that, or do you want to stay with this campus?

Kerley

Well, they were all going on at the same time. Of course, a good part of the national committee work, let's see now. I started into interest in the federal process in support of research primarily, but also then later into the whole financial mechanisms of higher education, housing, and academic facilities and so forth and so on. When I was in systemwide and before we formed the office in Washington, D.C., because the university—Jim Corley needed to participate in those national groups at the policy level but had nobody to do it. His energy had to be directed to Sacramento. Jim Miller for a few years working with him did that, but not well. Jim's depth of interest on that subject was not adequate to be a real player. So when Jim left, I took that over for Jim. I served on the committee on governmental relations of the NACUBO, served on—I think I've told you all this—Land Grant, American Council on Education and ad hoc committees galore.

I found it very, very interesting, and we were working substantially on A-21 matters, which was the relationship of accounting methodology for separating direct and indirect costs for the conduct of research and other services for the feds. Some of these things most people will not understand, but we worked out the so-called advanced payment plan which gave us working capital in advance from the feds so we could go ahead with the work while they were doing all the damned paperwork. These were economic and financial techniques that existed between the federal process and industry, but not between them and higher education. Consequently, some institutions like Stanford and Berkeley got millions of dollars of expenditures into the program without any cash coming in from the feds because they took so long to do it. I said, well, let's move the cash forward and do the bookkeeping afterwards. I didn't invent that. That was

something that industry, like the aircraft industry, worked out of necessity. We were going to have to work it out, of necessity, because otherwise we have an interest cost associated with doing business with the feds, which is not recoverable. But there was a lot of technical stuff.

But also it struck me that it was a sound public national policy—I was certainly not alone in this—that I agreed with it that one of the roles of the federal process was to aid and abet the financial processes of higher education by doing things like making direct loans at below-market rates, like making loans to higher education to build dormitories at subsidized rates or academic facilities, grants, not loans but grants. All of that later became part of the Higher Education Act of 1973.

LaBerge

So did you have something to do with writing that, helping to write it or—

Kerley

Components of it, yes. Yes. A lot in the college housing—I got the student unions added to the college housing portion. Did a lot in the academic facilities, did a lot on the technical junk in the specifications of a program for a building that the feds could use to defend their position of giving us the money. In other words, it was a standard of behavior in construction activity so the fed would not be caught financing a bunch of crumbling buildings. The federal government was not really set up to do this. I mean it was a shambles. But anyway, it all worked out. So those were, yes, they were not small matters. They were big.

The interesting thing to me was to participate in the battle within education itself that we became, we higher education people, became enemies of lower education. They wanted, whatever they wanted, they wanted it first. They had the horsepower and political votes, and so they kind of beat us around. I will never look upon the National Education Association as a benevolent source. Schoolteachers in essence were paying dues to the organization to get them benefits, not only personal benefits but program improvement. It wasn't all bad. What I'm saying is there was no real way to put all of education together on a political front. American Council tried. It couldn't do too well because it didn't really do a super job of putting higher education together. Land Grant tried. I think they did positive things, but their interest was limited to the land grant colleges. The big privates had their own distinctive wishes and desires. So it was a fragmentation. But in the Kennedy period all of that began to come together, because I think for the first time Johnson, of course then was head of the Senate, and I've just gotten his book. I'm reading this 680-page monster of Lyndon Johnson as master of the Senate, and it's fun because I lived through some of this stuff, and I haven't done it serially. I pick it up at night—

LaBerge

Read parts.

Kerley

Wherever it opens—eventually I'll put it all together. So that part, the higher education national policy scene is what I call it. I played that game. I liked it. I was very fortunate because I was quite often the only senior business officer on the group. The rest of them were presidents. But they always wanted me because they didn't want to get screwed up in the technical stuff. So I would get NACUBO and all of these business guys in the United States organized through that

organization, not me but the whole organization, to support, get information, because what we lacked was the capacity to say what we needed and what we ought to do about it. It was a lot of wailing, I'm very much opposed to wringing hands with a problem. I'm very adept, I think, at getting hands to solve the problem. But most of our people were having what I call the meet, eat and go home meetings where everybody recognized what the problem was, had a good dinner and went home.

LaBerge

And didn't do anything.

Kerley

Nothing happened. Sure. So if you want to play the hero role, you have to play the hero role. So I really bent my back to try and be effective even though I was getting zero recognition from the University of California.

LaBerge

This was before you were vice chancellor.

Kerley

Oh, yes.

LaBerge

But you continued all those same groups throughout the years, I assume.

Kerley

Oh, after I became a vice president at Kentucky, I continued doing the same thing. It was hard because there was so much to do at Kentucky to bring it back from fifty years of zero. It was only an hour into D.C. on Eastern Airlines. So I seldom missed an opportunity to—. Well, I made a lot of appearances before congressional committees, not as a single person but as a member of three or four—Paul Cusick of MIT, Stanford people, Riddle and company, Harvard, Michigan, Illinois. In other words, Berkeley should be playing at that level and was not. At Kentucky I was able to do that because Jack Oswald, who was the president, thought it was wonderful that the university was involved in that, and so I said, “You know what I'm going to do with you, is I'm going to get you involved.” So he started to become involved through the Land Grant Association and the American Council because I recommended him to be on some committees. That gave Jack a chance to see what we both were doing.

Going on to Hopkins, there again an automobile ride with Milton Eisenhower, which was Washington, D.C. When you think of lovely times, I always bring that up because riding in a car with Milton was an absolute treat. Of course, he was retired, but he was asked to be on every committee, and he would say, “Bob, why the hell should I do this?” Or, “Bob, can I do this? Why don't you do this?” Or, “Who do you think should do this?” Most of the time I didn't have an answer. But it was, it let him let out his gas. I figured that was my job to listen. That I think was, I look upon that part of the career as personally very rewarding.

LaBerge

Well, should we got onto your fundraising for Berkeley then after the vice—maybe I'm going to—

LaBerge

You were vice chancellor under Bowker and then Heyman. Is that right? So when you kind of wanted to retire, I think, from the vice chancellorship, and Mike Heyman talked you into something, or I might not be getting that right.

Kerley

No.

LaBerge

That's good. Let's start there.

Kerley

Yes. Then we talk about the Bowker period, not to say that things didn't go on, but they were pretty well underway. Okay, well, it was very, very clear that the alumni association, when I came back in 1970, had spent a good deal of time dealing with issues that were important to them, but not important to the university with respect to the role of the association. The board of the alumni association got to where it was taking positions opposite to Chancellor Heyns. It was very clear to me why. I decided that if there wasn't anybody else on Bowker's staff except Bowker who was going to spend any time trying to deal with this issue. I was convinced it was because of the age of the board members and the fact that the board seemed to get older and older every year, rather than having a kind of self-renewal and getting new blood in. A lot of those fellows I respected, and had had many admirable careers in their business and so forth and served on the alumni association because they loved the university or they loved Camp Blue and Gold or something.

LaBerge

The Lair of the Bear.

Kerley

Yes. So it was very clear to me that we needed to get more input from the campus into the alumni association. So Al fostered continued involvement of new people on the board as representatives of the business school and so forth and so on. So if there was board membership that had some connection back to other than the social club; that I think was a very important thing to do. It had been in place in part, but a lot of the people simply didn't come because they were not given any recognition of what their role was or weren't listened to or didn't give a damn. The other thing to me was to start to get young people, students, involved as alumni before they become alumni. So that getting the ASUC leadership as kind of not members of the board but as invitees at all meetings and so forth and so on. We started a mix, and the young people responded, and I really give them the credit. But at any rate, not only was the board a problem, the administration was a problem. There hadn't been good management of the association as far as I was concerned. At the same time it was perfectly obvious that we were incapable of raising money. We had shown no skills.

LaBerge

You mean the alumni association hadn't.

Kerley

Anybody.

LaBerge

Anybody.

Kerley

Some of the deans had done sporadic things, but there was no organization. I could not see putting the manager of the alumni association in the foundation to raise money when a good job had not been done in the association.

When Mike Heyman became involved, he asked me if I would go over to the foundation and take it over, and I did that. But that came after a discussion whether we needed a foundation, what were the advantages of having a foundation, the advantages of should we have the fundraising effort in the foundation or should we have a department and so on and so forth. I won't go into that.

LaBerge

Who were some of the other participants?

Kerley

Golly, Wally Haas, Peter Haas, Bill Monahan, came back from his debacle at the campus. You know he was an alcoholic, and Kerr hired him later.

LaBerge

That's right. You spoke about that.

Kerley

I admire Kerr for that. He supported him, but didn't really, Monahan did pretty well. Anyway, he was involved, but he wasn't an important person except that some of the others like Peter Haas were fond of him, not Wall. But anyway. Bill Cannaday. I could go on and on just take a look at the foundation board because most of those people wound up on the board.

LaBerge

The foundation was only for Berkeley, not for any other campus.

Kerley

University of California at Berkeley Foundation. So when donations came in, they could either be made to the regents or to the foundation. We had parallel tracks. There was no reason of having two separate administrative machines. You could have one that did two things. So that, all of that I was involved in. That was well before I went over there because most of this had been determined after a manager had been moved over there, and they went fumbling along doing nothing for several years, and I read their budget and determined that it was awful. It had no measurement of production. In other words, we spend a dollar, what do we get? So that's when Mike figured he'd had enough of that, and we had some other cheating little problems with money and fifty bucks and stuff like that, straight dirt. That wasn't important. So I said sure, I'll go over and do it.

LaBerge

Well, how did you find out? How did you learn about fundraising?

Kerley

I didn't know anything about fundraising except that I tried to learn, and I read a lot of garbage. —tons of books, and they're all so obvious that it's kind of a waste of time. I don't mean to act superior about it, but simply I didn't see anything there. It was very clear to me after going and looking at places like MIT and Harvard and Chicago, and I knew all those guys. Bill Harrow in Chicago turned his entire group over to examine their methods, and their methods were really not very good, but the one single glaring thing about the successful ones is that they asked.

LaBerge

Asking.

Kerley

If you want money, you have to ask for it. You have to have good reason to ask for it, and you've got to explain it, and you've got to follow it through and you've got to sell it. So to me it's not a complicated process. The main features about fundraising is the behavior of the institution in its role, and we weren't taking advantage of the fact that everyone knew that we were good in most everything, but nobody was asking anybody to support it. Stanford very clearly was—it was Harvard is probably the number one asker, and it's probably the reason why they've got the number one endowment. So to me the job was more one of organization. There was no secret skill to fundraising. It's hard work. It is rewarding if something happens. I remember when I came back in 1970 looking at the then existing development office, and it was spending about \$260,000 a year and costing about \$260,000. It didn't bring in enough to pay its own bills.

LaBerge

Was that under your purview?

Kerley

Yes. So I began to squeeze it, but I didn't jump on it because this whole business of having a foundation and all that was under discussion. But I may have a simplistic view of fundraising, but to me it's important that people believe that the people saying things about the university know what they're talking about. So I made it a real task for myself to try to always do that and not be frivolous and to be honest. You've got to, over there on the—let's take a trip through the valley. The alumni association used to march me through the valley, and this was after the People's Park. Well, it was in 1970. So I was kind of the symbol of the university, and I was also the target. I was the local available today's target at every alumni dinner up and down—I enjoyed it because I didn't see myself as a target. I saw myself as having an opportunity to change people's minds about what they've been thinking. It was interesting because I don't know how many times I answered parents and grandparents about why I hadn't done something about the behavior of their children. I gave them the answer that I hadn't gotten to know them yet. That those things were usually a matter between them and their parents and their grandparents. To think that once you sent somebody to Berkeley that somebody's going to take your role over, that's not what Berkeley is there for. We're not there to misguide or guide your students in behavior of this kind or that. That would be a hopeless task.

It wasn't well received, let me tell you. But eventually, I just was consistent that the university is not to blame for the behavior. Don't look at the chancellor as the guy that caused all this. Go in tomorrow morning and look in the mirror and see what you can do about it. Then they were

always absolutely, totally stunned when we kept using the data that 97 percent of the people we arrested were not students. They never had been. It was really a test, and it was funny. The anger level is mellowest in southern California. At Bakersfield it gets angrier and nastier and nastier. By the time you get up to Chico, you really get your head beat in. But they never saw any humor in that.

LaBerge

But not everybody can do that, not everyone could go out and have a good attitude like you do about that. You have to have a certain personality don't you think, to take—

Kerley

I don't know, I think the assumption that parents are right is certainly not bought by the children. The assumption that grandparents are right is not necessarily bought by grandchildren. It was never a real problem for me to say these things, because I felt a responsibility. My kids—when they went to college I would not, because of my experience, be chanting at the alumni association picnic about the horrible chancellor who called the police and did this and that or didn't call the police. It was a very interesting experience, one I had never contemplated having. But it was a natural. The emotion in the students even though they weren't arrested, even though they weren't deeply involved, a lot of them were emotionally tied, some of them, most of them quiet but unhappy. Not unhappy—I think they saw that the university was in many ways a tool of some other endeavor. I have a great deal of respect for students, particularly the ones that are bright enough to go to Berkeley. They are smart. It also means they are very dumb on certain things, just like we all were in our—to expect brilliance in all corners should not happen. I think we're being a little bit fragmentary, but I don't know any other way to do this.

LaBerge

Well, we're kind of going from one thing to the other. I think we're leading in one thing to the other.

Kerley

Yes. What's next?

LaBerge

Okay. So when you went over to the foundation, is that when you became vice chancellor for development?

Kerley

Yes.

LaBerge

Do you have more to talk about on any of that?

Kerley

Yes.

[tape interruption]

LaBerge

I'm looking at your resume and what you said about being vice chancellor of development. One of the things was recruiting and hiring of vice chancellor of development for the long term and identifying other people who would work there well. So why don't you talk about that?

Kerley

Yes. Well, more than that it to try and get the involvement of the board of the foundation to be more intelligent and more informed and to identify new members for the board, and I thought that went well. I thought that Mike Chetkovich particularly as the president. Mike was superb. So that was a part of the job, but then there was the inside shop. Mostly I spent time trying to find out what the hell we were doing and what the results were. The foundation and the development office were not cohesive. I just brought those together. I tried to pick some people to keep things going or get them started, even though those weren't the long-term solutions for anything. I think I spent much more time on any other, on any internal matter to the foundation and the development office in communicating to the deans how we ought to do business. We had to make a fundamental, I thought, fundamental decision of whether we were going to run a highly centralized organization or to run a service organization to facilitate a very widespread and loose organization. Al and I adopted an expression of the style of the organization and that was to let every flower bloom and help it, don't go out and try and plant the garden. The deans liked that because what I saw—it should be a challenge to each dean to set up their own organization to raise money and that we shouldn't be running some kind of a bureaucracy. Of course, that was very acceptable to the deans, and anything else would've been a failure.

LaBerge

Do you want to mention any deans or how you worked with them?

Kerley

Oh sure. Karl—

LaBerge

Karl Pister—

Kerley

By the time Karl was dean of engineering, his school was really doing a good job raising money. Before him it was George.

LaBerge

George Maslach?

Kerley

George Maslach, and George will tell you what a wonderful job he did. So I don't need to add. [laughter] George and I love one another, but at any rate—engineering we've got, public health was kind of vague—

LaBerge

Business, Budd Cheit?

Kerley

Oh, the business school was way ahead. They were raising big money that Laura [Brehm] finally got them into when she went over there as head of their development group. Oh gee, let's see—

LaBerge

Law?

Kerley

Law had Ed Halbach. Well, every one started to develop some kind of mechanism involving their alumni and the idea of raising money. There was no way that all of a sudden all the flowers would bloom at the same time. So I think what I focused on was providing a central source of services that would not duplicate theirs, but relieve them of burdensome electronic and other kind of information and put that together in one package and then everybody could feed on it. That was a \$400,000 investment I made, which was certainly not totally successful. It was a very tough job.

One of the problems that I found was that our computer center design group was not as good as they said they were. They had a hard time putting out a product that was well tested and well operated. At any rate, I think it was the only thing for Berkeley to do. It was really not a contest of philosophy because that's the way Berkeley is. To try and foster a mechanism or mechanical framework through which you're going to raise flowers doesn't make any sense to a gardener and to me Al was right. It was basically Al's notion, and I wasn't kind of in between trying to reduce the cost of getting the job done and getting the job done. I think Al's notion and Mike bought that. One of the things when Mike asked me to go over there was to put all that down in English. I remember him telling me how terrible the writings were that I had done on the subject which were not writings. They were random thoughts. He didn't—

LaBerge

He didn't know they were your random thoughts.

Kerley

He didn't know what they were. Anyway, that I think was probably the most important decision for Berkeley and its style. I looked at Harvard, and Harvard had been that way forever because that's the way Harvard is. Michigan is a more mechanistic and more centralized because it grew up as a state bureaucracy and on and on and on and on. If there's any test of whether the notion was right or wrong, look at the numbers. I had no inkling that what has been raised at Berkeley since the inception of that program would ever happen. It's a miracle to me. But it is a confirmation of the over simplistic notion of mine, if you want to raise money, ask for it.

The flaws that I saw in our behavior, I saw pretty much everywhere, and that was the hiring of technical fundraiser people who didn't have the passion for the place. I saw myself as having the obligation to provide the passion when I wasn't being paid to provide the passion. What I did see is myself getting upset at people who were treating it like toothpaste and not showing any real reverence for the product. That I think is the reason why it's far better to keep it as close to the deans, close to the departments, down where the passion is and not up through some bureaucracy that has no passion. Thinking of all human endeavor is a function of one set of passion against another set of passion. I know when we were, somebody asked me about the new alumni

association director Randy [Parent]. They said, “What do you think when you think about Randy?” I said, “Passion. It’s built in him.”

I advocated that. The difference that he makes between the other pretty good candidates was passion. I’ve known his passion ever since he was eighteen years old when he was manager of the Cal Band. I think I’ve told you this, we stayed together all these years. He graduated and he went down to South Bay and became a director of the band and a director of music and a director of everything at the high school, made it the best high school band in California. Then he called me up one Sunday, one day to meet him in San Francisco. He said, “I need some advice. I want to go to law school.” So he did that. I wrote him a letter of recommendation to law school. He got out of law school. He was a lawyer. He went to work in the city of San Francisco attorney’s office and was given the enormous job of managing the legal aspects of the building of the San Francisco Airport. Did that for ten years. But every band day, who was there? Randy. So then he called me up and said, “I think I’d like to run for head of the alumni association.” I said, “Why don’t we do that?” So he did it. You have to get to know him. You’re not going to run around exhibiting his passion every day. It’s not a bill of sale. It’s a deep wonderful feeling, but Randy’s important. That’s the alumni association. That’s the end of the alumni association.

Kerley

Are we through for the day?

LaBerge

I think we’re through for the day. I think the only thing we have left is your consulting work.

Kerley

Yes. I’ll give you, did I give you the compendium?

LaBerge

Yes. We can just include this and people can read it.

Kerley

No, I think I’d like to—

LaBerge

We have another appointment in a couple of weeks. Should we have that?

Kerley

Oh yes.

LaBerge

Yes.

Kerley

I would like to do a little of—

LaBerge

JFK and all these other places that—

Kerley

Yes. Mostly about presidents.

LaBerge

Okay. All right. Okay.

Kerley

And the passion to help and not make any money. I made plenty of money. I didn't need to make money.

Interview 8: August 20, 2002**Kerley**

A sad day with Mike was the day he was formally given the chancellor's job at Berkeley and gave a speech on Charter Day. A group of students assembled along with others in the Greek Theatre and started to make a terrible ruckus, and Mike tried to talk them down and tried to talk at them, tried to ignore them. It was an unfortunate event. I was running back and forth the side of the stage talking to Bill Beall, our head cop. But then I noticed while I went back to my seat, Therese Heyman, who had been sitting in the crowd, got up and walked up, and I couldn't hear her. I could see her pointing her finger at these people and gesticulating. She went up and had her piece, said her piece and came back and sat down. I sat there and regretted that I hadn't done that because I knew the leadership of that group. I might have been more effective.

LaBerge

Who was the group?

Kerley

Well, it was led by the then president of the ASUC.

LaBerge

Who was?

Kerley

Well, I can't remember his name right now.

LaBerge

Maybe we can look that up.

Kerley

Yeah, we can get that. He's now a staff member in Sacramento, and I liked him, and Mike, of course, was very upset at him and for good reason. But I didn't want to see, I saw him subsequently sitting in the grass on the Faculty Glade by the Faculty Club, and I said, "Why did he do that?" He was ashamed of himself and was kind of beside himself. So I took the position that I didn't want to see him hurt forever because of this. So I invited him to come to the office the next day and made Mike very unhappy with me.

LaBerge

You invited him to Mike's office.

Kerley

No, to my office.

LaBerge

To your office.

Kerley

To sit down and talk about this because he was a very capable, nice young man, and he just had a thing that had to be said, and it had nothing to do with Heyman. It did interrupt the program, but finally they all got up and walked out and to a rousing cheer from the crowd.

LaBerge

What was their issue?

Kerley

I don't recall.

LaBerge

Just whatever—

Kerley

Whatever the day brought.

LaBerge

Wow. But that was typical of you to invite the students to come and talk to you or to engage, find out—

Kerley

Well, I didn't want to lose him as a friend. That was one day in his life. It wasn't the beginning and ending, and I certainly didn't want him to not have somebody to talk to about it because among his peers he may not have anybody. So he did come; we did talk. I think he's been forever grateful for that. I can understand Mike being very upset at him and upset at me for trying to shepherd him, but that's me.

LaBerge

Well, should we talk about other things you shepherded, namely the different consulting jobs you did for people in higher education.

Kerley

Sure. Sure.

LaBerge

Now, I have a list here.

Kerley

Let me just take a quick look.

LaBerge

Okay. Here we go. It starts with Pacific Telesis.

Kerley

Oh yes. Well, I got interested in communications and higher education and the great amounts of money being expended for new communication systems including Berkeley. So I became somewhat interested in it. At the same time I got very interested in energy, and we can get into

that some other time. But Telesis hired me as a consultant to help them sell a new communication system at USC. That was a beginning of the engagement, and I did that on and off. San Jose State was another one that I was involved in, selling that package and others. So that was interesting.

Barrington College was just a wonderful experience. Berkeley had Peat Marwick hired while I was still working as a vice chancellor, and the young man who was on the Peat Marwick consulting team, Gene Trefethen in alumni and the development office, and so forth—we got together and said we didn't know enough about our alumni and what we were doing with them and how we compared in our alumni involvement with other places. Incident to that, why, David Horner who worked for Peat Marwick and was just outstanding, did a marvelous job on that for us compared us with Michigan and Harvard, beautiful job. We came up sadly lacking, and it gave us a workpiece, a set of goals which we developed from that work. Well, David is a religious young man, and while he was on that engagement with us, he became president of Barrington College which is a little college in Rhode Island and—

LaBerge

Is it a religious school?

Kerley

Yes. Yes. So he had never been president of anything. He'd never worked in a university. He had just gotten his MBA from Stanford. But turned out David was, is, still is, just an outstanding human being. So he asked me to come and help him get started during one of our meetings where he was telling me what was good and what was not good about our alumni organization and institutional effort. I had jumped at the chance because David was, I saw a very special human being and is to this day. He later went on to be president of something in Chicago, and so I helped him in that presidency and that, he suggested me to other new presidents, and so that started to be a special niche that my consulting work was almost exclusively helping new presidents.

LaBerge

What would you do? Go to the place for a while or—

Kerley

Go there, live there.

LaBerge

For like how long?

Kerley

Maybe a month, maybe three months.

LaBerge

Would Betty come with you?

Kerley

No. No. But I didn't stay every day. I'd come home usually on the weekends, but it was a good experience, and it showed me a side of management of higher education that I hadn't seen or

even realized, and that was most of the leadership in higher education are hired in never having led anything or administered anything. Most of them had been academic folks who were busy getting the Ph.D. and getting a faculty position some place. So most presidents that I ran into were highly unskilled and unprepared for the job. Some of them had native qualities of humanness that were their principal stocks in trade. But the technical side of management, if there is one, was not something that they were experienced with. So that became more and more a duty or part of what I did as a consultant.

LaBerge

How would you teach them? Like would you just stay by their side during the whole day?

Kerley

I'd point out things to them that they weren't aware of or if they were aware of they didn't know what to do about it. Some small organizations like Barrington for example, the chairman of the board was a Rockefeller. Norman, not—

LaBerge

Nelson?

Kerley

No.

LaBerge

Lawrence?

Kerley

No, another cousin. Anyway, he was rather domineering, and I think he was certainly well intentioned, but mostly he was wrong. [laughter] There the job was to try and let David be president and let him be a member of the board in the position that he didn't realize existed—just being a member of the board is not the domineering, noise-making, money-spending hero type. That was an interesting experience.

Then I did Long Beach State. [U.S. Senator Thomas] Tommy Kuchel's assistant, Horn, Steve Horn was president of Long Beach State after having worked in Washington, D.C., as a member of Kuchel's staff and in other capacities became a lecturer and commentator on higher education and eventually became president of Long Beach State. He didn't identify me. His number one assistant did, his vice president who thought that Steven needed some help, and that was the last thing in the world that Steven believed. I had known him as Tommy Kuchel's assistant, and he had been very helpful to me when I was a lobbyist for the university in Washington getting Camp Matthews, the 338 acres for the San Diego campus, getting it for nothing, getting the bill passed so that that happened. So I knew Steve very well. He's very self-assured, very bright, doesn't believe he's ever been wrong and is sure that he's always been right but intense good guy. He was fair, but he was difficult. So anyway, I helped him out for a while. He had a big decision to make, whether to do away with college football at Long Beach State, which is hardly an academic subject.

LaBerge

Who was his assistant who identified you?

Kerley

Yes. I'm trying to, I'm having a terrible time with memory today.

LaBerge

Let's leave those things blank, and we can fill them in.

Kerley

Well, he was the chief academic officer at Long Beach State, became president of the University of Colorado at Denver.

LaBerge

Oh, which you later helped out.

Kerley

Yes. I spent a year with him or about a year and a half going through somewhat the same process because he, too, had never had run anything. He was an English professor, but he had a lot of smarts and was a well-rounded human being and was sensitive to human thought and human activity in a way that Steve protected himself from by personal behavior and superiority. Anyway, that was of the early times in the consulting business, I was into energy. I was into telephone communications and other kinds of communications often on the selling side of rather large programs.

LaBerge

How did you get into the energy?

Kerley

Well, I was at Berkeley. I was finishing up. I got to thinking about co-generation, which is a term used to describe an effort by which an asset like a boiler, steam boiler or gas boiler, was set up to produce steam which can be used then to make electrical energy. I could see energy costs going although they hadn't yet moved. It was clear to me that we weren't, as a nation, we weren't going to have enough and that the prices were going to go up and we ought to try and do something at Berkeley because we had three boilers down there by the baseball field. We used one. We kept the other two in pristine condition in case one of them died.

It was kind of a waste not to be using those boilers, and so the federal policy changed and to make a long story short, PG&E under federal law had to buy power made by co-generators. That's where the term comes from. Someone who is generating as a co-generator with a primary generator. So while I was finishing up as vice chancellor for administration and going over to the development office to try and get that organized and get a program going, I continued to work on inviting capital to give us proposals, in other words big companies, GE, Westinghouse, others. But I had to turn that over to Ron Wright who was taking my place, and he saw it through.

He didn't have much to do because I had done most of the work and had picked GE to go in and put their own capital in there. We paid them out of the income flow from PG&E. So you'll find on the Berkeley campus a co-generation facility from which we generate power, we use it and

then we offset it against the PG&E bills. So they have to buy it and sell it back to us. They have to buy it at a price higher than they sell it. So we did that, and an outfit in Texas heard of what I was doing and what others were doing. I was not alone in this. The first big movement that I was involved in was forming purchasing groups for the natural gas. Rather than one university bidding through its own source of natural gas which kind of was one price house, we formed an association of universities and asked for bids for all of us. The winner, of course, then would put it in the pipeline, and we would pay them for it because actually the gas is coming from everywhere. That's pretty complicated business.

LaBerge

What other universities did you work with?

Kerley

Most of the Big Ten, Indiana, Michigan, were all in the buying groups. Then Time Energy Systems Incorporated formed in Texas, and I went with them as a consultant. We—what we did is we provided the capital. We'd go into a place like Mills College and find out that if we just spent a couple hundred thousand dollars, we could save them a lot of money, and then we would take our profit out of that savings. So I did that. That was a good example because it was close by. It cost—and commissions were very good. That commission to me on that one was about \$120,000 and it didn't end. In other words, I got a \$35,000 front-end piece, and then every year I got as long as they were operating. That was a good way to make money. So that was kind of the energy bit and it was in two fronts, electrical energy and gas for firing heating systems and boilers, and if you had excess capacity, you go in co-generation.

Why they put in three boilers at Berkeley in the outset was never really explained. It was just, that's what somebody thought at that time was a good idea. We had to spend a lot to put them in shape, but it's been a very successful undertaking and been copied or repeated—I shouldn't say copied—by many institutions. I sold quite a few on the Pacific coast, Oregon State. Well, at Oregon State we took the whole campus and put in an energy management system, and we put up the capital, and we collected the savings.

LaBerge

When you say we, do you mean Time Energy Systems?

Kerley

Yes. Yes. Or whomever I was working with at the time. The gas co-ops, the purchasing co-ops, later grew into electrical energy buying co-ops where institutions like the Big Ten go together and all buy energy from a single source. Now, the single source was not really a single source. That source, that contractor had to get the energy from whatever places they could get, but that was part of the network system. So it was a good idea, was timely, it made money, and I enjoyed every dollar of it. [laughter]

LaBerge

That's very aptly put. That's very honest.

Kerley

Okay. So University of Colorado at Denver was getting, oh boy—he later got fired and I think unfairly, but anyway—

LaBerge

But you spent a good, like how, did you go and live in Colorado? Because that was quite a long job.

Kerley

No. Denver's only about two hours from here if you stay downtown in a big empty hotel. Denver was in a bust. The University of Colorado at Denver was a mess. Nobody had paid any attention to it including the board of the system. So I went in. Part of our facilities were owned by the University of Colorado. The others were owned by a cooperative of several institutions that built a very large facility, and we used part of it as well as our own. They built a very large building, but mostly I put the organization together and helped recruit deans and others of quality. I was, I think, important to that because all of the people we were recruiting had no real belief that the University of Colorado at Denver was going to ever be anything, and so it was fun. We did quite a few things. Yes. [looking at the list] There's Time Energy Systems of Houston, Texas, and then along came Hastings College of the Law.

LaBerge

Yes. That sounds like a long story. So let's talk about that.

Kerley

Well, Hastings College of the Law, I was originally engaged by the dean to help him in some of the management problems and financial problems.

LaBerge

Do you remember the name of the dean?

Kerley

Yes. Dean, well, he was president. Dean of the law school. No, he was dean. Gosh. Terrible—

LaBerge

Anderson?

Kerley

No. That was after him. I've got it. We can get it.

LaBerge

Anyway, he engaged you to help with management.

Kerley

Yes. But then the students found out that the board had, as I put here, improperly used funds from the college for student financial aid in the acquisition of real property. In other words, the young man who was the financial officer didn't understand his job, and when the dean asked if they had any money to buy property, he used endowment principal. Yes. That's still legal in every form. It was interesting to me to take it on not for the dean, because the dean became a

problem and was later terminated, but the board hired me. I wouldn't work for anybody else but the board because the students were right. There's nothing more righteous than a bunch of bright law students. [laughter]

LaBerge

That's right.

Kerley

So the question was not, the only way out was to simply say flatly that the board unwittingly did this and on the basis of poor advice. But the complaint by the students went to the attorney general of the state of California. So it was with the attorney general's office that I dealt in trying to figure a way out. The amount of money I think was \$2.3 million that had been inadvertently in error used, and so it was only one clear thing, and that was first of all to find out exactly how much money we were talking about. But in order to satisfy the procedures of the attorney general's office, which were quite proper—it's not a negative comment—the board engaged with the attorney general's agreement a so-called master—it was usually a retired judge—to see the process through. It was that person and me who worked out the details. Then you file a state—

LaBerge

Do you remember his name?

Kerley

No. To make a long story short.

LaBerge

The retired judge. Do you remember that retired judge's name by any chance?

Kerley

No, I thought I had it here, but I don't.

LaBerge

Well, we might even, we might fill that in.

Kerley

I'll find it.

LaBerge

So you two worked out a compromise or—

Kerley

No, we went to the bank. We borrowed around \$2.3 million, placed it back into the endowment funds and set up a source of funds to pay off the note from the college's account. That was all put into a finding by the master and approved by the attorney general. I guess we called him special counsel rather than master.

LaBerge

What happened with—

Kerley

It went to the superior court and was approved.

LaBerge

What happened with the real estate that had been purchased?

Kerley

It was on the books as an asset.

LaBerge

Oh, okay. So you didn't give it back or anything.

Kerley

Oh no. No. No.

LaBerge

Because I know right now something's happening with Hastings and a parking lot. It sounds like the same thing.

Kerley

It's part of the same property. There was nothing imprudent about the transaction except the use of endowment principal. There was nothing illegal about it, nothing, no chicanery. It was stupidity.

LaBerge

I'm going to fast forward—

Kerley

—funds that were misappropriated. In the meantime I had taken on the CFO job and became an employee of the place.

LaBerge

Of Hastings.

Kerley

Yes. I really enjoyed the experience because I was able to get to know and associate with the over sixty-five group.

LaBerge

What was it called, the 1066 Club? Did it have something to do with the Battle of Hastings or—

Kerley

No.

LaBerge

Maybe I'm confusing—

Kerley

It was called the “sixty-five club.”

LaBerge

Okay, the sixty-five club. Why don't you explain for people who don't know what that is.

Kerley

Well, the sixty-five club were professors and former deans of other institutions that were recruited to come and teach at Hastings on the faculty. It was a kind of a gray-haired society. When I went there, I insisted on having an office while I was doing the consulting work up on the floor where all those folks lived. So I made some wonderful relationships and friends and heard what lawyers say when they're not acting like a lawyer, which ain't the same.

LaBerge

That's right.

Kerley

Yes. Well, Hastings took a long time because—and I was able to bring in some people from, retired people from Berkeley to do a lot to help me get it all done.

LaBerge

Do you want to give me some names?

Kerley

Norm Gross.

LaBerge

Norm Gross, okay.

Kerley

This is absolutely terrible when you can see the person's face and can't put a name on it.

LaBerge

See, you're going to have a lot of work to do when the transcript comes. [laughter] But these were people who had worked with you.

Kerley

Yes. Norm Mandell was one of them, and Norm Gross, and oh gee, Mandell's assistant, and they all pitched in and did a miraculous job in a short time. Hastings is an interesting place because it doesn't exist under the same legal source as the University of California. It has its own board, clearly part of the intention of the staff to be part of the University of California. But it spent most of its time trying to be independent. That cost an unnecessary amount of administrative staff. So gradually I just moved things into the university system, for example the pension program and other kinds of things.

LaBerge

What about other campuses you did things for? I noticed UCSF and UC San Diego on your list.

Kerley

Yes. I have them here.

LaBerge

They're sort of bunched in a group.

Kerley

We can talk about, okay, University of Alaska and Drexel. There's a whole list of them here. University of Alaska, I was hired to tell the president what kind of financial control system he should have across all Alaska given all its hazards and communications problems. In the absence of real communication development because it's just a new state. It was a federal government offshoot. But the president didn't know when he hired me in San Francisco to come up and spend probably a year, not full-time, was that a decision had already been made by his staff on which kind of financial control system they should have. The day that I showed up to look into that whole problem that was being installed in the basement underneath the room that I was using as an office.

LaBerge

Was it something that you would've recommended anyway?

Kerley

No.

LaBerge

No. So what did you do?

Kerley

Well, we gave it back, and IBM, I had been at Berkeley the number one customer for IBM computers from the word go, and I had Herb Funk and others in IBM who listened to me, and they took care of all of that. What they were putting in, it was exactly the opposite of what I thought they needed given the dispersal of the organization. They had a highly centralized system when the communications out to the branches and operations was very poor. The satellite, there was only one satellite, and it was owned by the army and it was terrible, thirty years old. What they needed was a highly decentralized hardware system, and we did that. At San Diego, I've forgotten what I did.

LaBerge

Was that the Camp Matthews purchase or—

Kerley

No, because that was while I was working at the university. This was later. It'll come up. San Diego State, Joe Vasquez, who had been an intern for me at Berkeley, was the senior business officer at San Diego State. So I did a lot of things with Joe, and I still do. We talked about Long Beach State. We didn't talk about the Virginia Commonwealth.

LaBerge

No.

Kerley

That is a big university in Richmond. It's the state university of Virginia. It is not the University of Virginia. That started off as looking at the very efficient plant operation, maintenance and operation of the plant. Later when we solved that one, we got into everything. North Park College is the college of Horner in Chicago. Washington State, I sold them an energy package. University of Oregon, that was something else that Alceste Pappas and I did. We were hired to straighten out the entire administrative structure at the University of Oregon, and then I went over and did some stuff for Oregon State but—and North Park we talked about. University of West Virginia, that was when I was at Kentucky, and I took on West Virginia and Shepherdstown College. Shepherdstown College is out in West Virginia, and all the people who go to Shepherdstown College come from Ohio. So how it ever got there, I'll never know. But I remember that, well, it was so out of date and the president was very bright and capable, and he showed me the flexibility he had in cash management. He had an office supply fund of fifteen dollars in cash.

LaBerge

My gosh.

Kerley

And it had to be replaced about every day. It was a laugh. Brooklyn Polytechnic was a very interesting job. It was going broke, and I took that on with Alceste Pappas, and we set down a framework by which it sold assets, saved itself financially, decided what the hell it was, got some leadership. That took about a year of—not daily stuff. Columbia, there the real problem at Columbia was not the management, not anybody, it was the people and the fact that they were all the different languages and communications in the school and the support units, it was terrible. So what do you do about that? That's where their employees came from. Well, nobody had paid any attention to it, and they just shrugged shoulders and said that's the way it is. Well, I wasn't hired to do that but, and so we were able to do something effective there.

LaBerge

Now when you say different languages, you're not talking about—

Kerley

Cuban, all different Latin, Latino—

LaBerge

Maybe Puerto Rican.

Kerley

Lots of Puerto Rican.

LaBerge

Could you say something about Alceste Pappas, who she is and how you started to work with her?

Kerley

Well, Alceste was a student at Berkeley. She came to work in one of my shops. She was the head of what I called the baby-sitting department that we set in to help young students with children.

She did a good job. But she was working for her Ph.D., and I was put on her Ph.D. committee along with Budd [Earl F.] Cheit. So I got to know her, and I recognized that she had a lot more capacity than running the baby-sitting operation of the campus. So I called up Dan Robinson who was then the managing partner for higher education at Peat Marwick in New York and said I think you ought to talk to this gal. To make a long story short, she went back. They hired her, and she became a top consultant in Peat Marwick, and then she, because of a lot of internal partnership politics, she worked herself out in a favored position as an allied company to Peat Marwick, but her own. So that's where she got most of her business experience was through there. So she got well known, and then she, when I retired, she asked if I would like to work on jobs. I said maybe, probably, yes. We did a lot of these things.

Drexel, for instance. Drexel was going broke. The president was a nice enough fellow, former priest married to a former nun. I'm not saying that disparagingly, but that's just the way they were. Had two lovely children and he was a real nice man. He couldn't run a hockey game. [laughter] Just a heck of a nice guy. He was more interested in me as a human being than he needed to be, and I think he was trying to save me and he lost. Anyway— [laughter]

LaBerge

I don't think he lost. He maybe lost what he thought.

Kerley

Anyhow, it took a long time, and Roger Hardy, who worked with me in my company for quite a while—but then he got into Peat Marwick, and now he has left Peat Marwick, and he got his own company. He was on the phone the other day. So we did Drexel. It meant shutting down stuff that Drexel couldn't compete with.

LaBerge

For instance—

Kerley

Some of the fine arts and other things that weren't getting any students and had ended up with a large faculty-student ratio, and we were losing their shirt. We did; that was easy. Roger is a very capable guy. He is now specializing almost primarily in physical plant management and doing very well at it. He helped at the University of Washington. He and I did the University of Washington job, which was a, the man who had been systemwide vice president at the University of Oregon's system under which Oregon and Oregon State and others belong, went to become the CFO, COO of the University of Washington Seattle. He and I used to teach in Santa Barbara together, and I got to know him. So I went up, Roger and I went up and took on the problems that he had. So it was, to me the whole consulting thing was fun. It was, I was able to pick and choose the kind of work that I wanted to do. I greatly enjoyed helping the presidents get started. But the bigger jobs and the bigger money was in the organizational smash of taking on the whole institution. I don't have in here the University of Chicago, which I probably should have. I think I left it out because Roger did most of that.

LaBerge

What was the job?

Kerley

The job at Chicago was very clear, simply put. We were attacking the physical plant, which was way out of date. Chicago's a very aggressive academic enterprise that suffers because of the failure to keep physical plant and academic and research programs all in excellent condition. In fact, David Koch, it's K-O-C-H, talked to me yesterday. David helped at Chicago, and now he has his own business, and he's in the energy business. We got together on that. He's made some interesting money off of it. At any rate, the big jobs that weren't people-related like the presidencies were very interesting and sometimes overwhelming.

LaBerge

All the time you were doing that, were you doing that under your own consulting firm?

Kerley

Yes and no. I was coming from my own consulting firm. Roger was coming from my firm. Alceste had her own firm. We would just do joint ventures. We'd divide up the money and divide up the work. So yes. I did it, to the extent that I worked on it, I was in joint venture with Peat Marwick or with Alceste. Roger and I, Roger really worked for me. Roger had worked for me in the development office when he came. He was the live-in partner of the gal who ran our cultural program at Berkeley with the red curly hair. I can't remember her name. I hired her up from Stanford, and Roger, she and Roger, she had to move up because that job was every night. So I knew Roger needed a job. So I called him up and had him come up, and I hired him to help me when I went over to the development office. Roger's smart and a nice man. So I thought that was a good experience for me, and I learned a lot. I would do it again if I had the interest. That pretty much covers the kind of work that I did and where it was done. Some of the work, like this energy stuff was really money-making in a different way, not an hourly rate. It was figuring out how much money you could save the organization by doing X, Y, and Z and spending money.

LaBerge

So that was always by commission.

Kerley

Yes. Usually.

LaBerge

What about the boards you've been on, like JFK for instance? How did you get involved in that?

Kerley

Well, JFK, Charlie Glasser is the president, had Mike Heyman on his advisory committee. So when Charlie was looking around for new trustees or regents for JFK, one of the people he talked with was Mike, and the other was Al Bowker. Both of them said well, one of the things you probably need that I could do was to come in and take a look at the financial stuff and get some credibility and get some quality into the financial management. So they asked me, and I thought that would be fun, but I was busy consulting. So it was hard to always meet both obligations, but I did, I traveled a lot just to come home to go to board meetings. I found it interesting. I was intrigued by the fact that Kennedy's niche was re-entry women. That was appealing to me because I think we've talked about that, that trying to be of some assistance to gals who want to do something for themselves for whatever reasons, family reversals, deaths, whatever. It seemed

to me to be very— and I just happened into it. It wasn't, in fact when I agreed to go on the board of JFK that I didn't know that that was what the place was all about. So it wasn't something that I dove for because I knew it was there. I found out that it was there. That's been ten years now.

LaBerge

You really, you spend a lot of time at that.

Kerley

Well, because there's been a lot to do. The place has been through good times, bad times, rotten times. It's getting this new facility. We're very close. We're now in the stage where it's going to end very quickly. Either we're going to do it or we're not going to do it. But it all seems feasible. Today at four o'clock we're going to have a meeting that's going to go on probably until seven about everything that's going on. So the experience has been good. The people on the board are like any group of people on a board. Some are deeply interested; some are not. Some show; some don't. A lot of them are working for a living, and you can't expect them to be as free as—but generally speaking, the board is good. It's not a board that's looked to donate large sums because it would be hard to raise \$100,000 around the table. But I think the people are good. If they aren't, they show their way out. We have never had a system of reminding people that they're not doing the job. But we do now by asking everybody to make a self-evaluation.

LaBerge

I see. Did you have something to do with instituting that?

Kerley

Yeah, I've always believed that the boss doesn't have to sit down with the employees and spout off wisdom. The boss should ask the employees to look at themselves and be open enough to hear what they say. So to me that's the real way to operate.

LaBerge

How about Alta Bates? I noticed—

Kerley

Alta Bates, that was a, while I was vice chancellor for administration, I was interested in Alta Bates because I was interested in medicine and in hospitals. I was also interested in getting out of the health care business that was set up in Cowell Hospital because it was unneeded and a terrible expense for no real good. When we negotiated out of a lot of the inpatient care, there was no reason for us to run an inpatient hospital 500 yards from Alta Bates Hospital. So when we negotiated out those agreements, they had them assume that responsibility for us. I think Alta Bates is a very good hospital. At least it was then. I have no idea now.

LaBerge

But you're the one who negotiated all of that while you were vice chancellor.

Kerley

When I took, as I told you I think, every year I took one or two major activities for which I was responsible and really beat them up. Having been a student in Cowell Hospital when I had the disease you're supposed to get from kissing.

LaBerge

Trench mouth?

Kerley

No.

LaBerge

Mononucleosis?

Kerley

Yes, mononucleosis. Seeing that the nurses play cards all day and look at the 400 beds and find ten people in them, by the time I became vice chancellor that was a memory that I had. I noticed too that all the doctors who were on the payroll came to Cowell Hospital and had lunch because it was a subsidized lunch and were not making their fees. They had, not an hourly rate. They had a periodic rate. So they had a fixed income and didn't have to show any work for having it done. So I knew that when I became responsible for that I wasn't sure exactly what was needed. But I got help, and furthermore the students were not looked upon as important people to the hospital. They were a bother. We had to get different leadership, and I knew it had to be younger. So Jim Brown went in there, and I thought he did a marvelous job. We shut down the whole inpatient care function. We changed the way we employed doctors to the staff and how they were paid. I think I took the first year, the first year I took a half a million dollars out of Cowell Hospital. That's a terrible waste when we had things like women's intercollegiate athletics dying on the vine.

LaBerge

So you did that way before this new Tang Center was developed, which is the new student health service.

Kerley

Laura [Brehm] raised that money.

LaBerge

Did she? Okay.

Kerley

Yes. When she was over in the development office, Laura was with me on most of that stuff. But it's interesting, the bureaucracy at work. The Cowell Hospital became a defensive mechanism for continued self-existence, and it was very hard to get the truth, but nothing beat the accounting records. Alta Bates was interesting. I think the principal thing that I ran into that I didn't like about the Alta Bates connection is the way that the doctors gradually were assuming ownership of all of the central services of the hospital. They were forming corporations and—

LaBerge

For instance, nuclear medicine or that kind of thing?

Kerley

Even the laboratories. Yes. So I resigned on the basis that the board, which was heavily membered by doctors who were on the staff, I resigned in protest to their involvement on the board and taking advantage of the situation monetarily. But I didn't make a big fuss over it.

LaBerge

But did you make that kind of a statement when you did?

Kerley

Oh hell, yes. I don't have any problem with that.

LaBerge

Right. [laughter]

Kerley

I either believe it or I don't believe it.

LaBerge

I'm going to change the tape here.

LaBerge

Now what other boards like that?

Kerley

Well, let's see, we've got them down here.

LaBerge

Or any activities I haven't asked you.

Kerley

I think the little section here which I labeled some experiences as a "missionary" for higher education administration. That's important to me. One of the things that I did was I taught at the Western Association of College and University Business Officers' workshop for young administrators in higher education. I did that for thirty years. Started up at Lake Arrowhead years ago. In fact the first lecture I gave was the night of the debate between John F. Kennedy and Richard Nixon. I was supposed to be conducting a class, and I noticed that all the TVs were on but the sound was off. [laughter] So I realized that it was not the night for the first, the opening statement of my program.

LaBerge

You canceled.

Kerley

Of course. I told everybody that I wanted to hear the sound as well as the picture. There we were up in Lake Arrowhead, and then the workshop went to Menlo College, and then it went to Santa Barbara. Well, it went to San Diego for a while. It grew from a small group of students, employees in the universities in the west and a lot of women from Canada. I think when I started,

it was probably fifty or sixty people showed up. When I quit after thirty years, it was about between four and six hundred.

LaBerge

My, and was this a once a year thing?

Kerley

Yes. Well, it was a one-year program period. We made it two-year program, a three-year program, a four-year program and starting the fourth year program took people who had been through the whole thing or had pretty high level in organizations. That I think was an important contribution to me. When I started doing the Washington lobby job and doing national public policy issues in higher education at the Washington level, I was able to explain what was going on. It intrigued some people, and I always looked for the 3 percent of the crowd that were going to really be winners. I mentioned the women from Canada because it was already clear from me that Canada that women had better jobs in higher education than they did in the United States. They were marvelous human beings, smart as a whip and very skilled. It was a good experience. So that to me was important. I think running the internship program that I did has to be just a wonderful experience—

LaBerge

Like one of your central things. Yes.

Kerley

Yes. And to have those people come together after thirty years and say the same things over and over again. They're the ones I'm trying to change their mission to support a peace group. So I'm looking forward to working on that. Epstein, Ed Epstein, we were on the phone together last night. His job isn't exactly what he thought it was. I'm beginning to believe that John Cummins' reaction to some of my comments had a basis, because I had assumed from Ed that the overlay of the structure of the peace effort on campus was organized, and that's absolutely false. So I think we have to kind of back up. So Ed, of course, he had to run off to Russia, and now he's back so we're going to bring that together again. In the meantime, Brad Barber, who sat in on the first session with Ed was able to notice a proposal going through for somebody who wants to give a lot of money to the peace effort. So Brad is connecting Ed, with that particular action. We'll see what happens. So that, to me that was the internship, probably in the human scale, which is where I like to live, is the most satisfying thing. I benefited immensely from it.

LaBerge

Well, and it's obvious that the people who were your interns benefited from it too.

Kerley

Oh, there's no question. To me it was something that had to be done at the time to bring students into the process and not try and exclude them or to minimize their involvement. I think these people really enjoyed that. They learned a lot. We've talked about the disability Center for Independent Living. I was chair of that board to help them get in business and stay in business. The World Institute on Disability, that was started when I was doing my consulting work, and I had a hard time making all the places that I was supposed to be. So I didn't really do as much there as I had with CIL. I don't know what that does for us. What does it do for us?

LaBerge

Now what I see we've covered. We've touched on all those subjects, but is there something that you wanted to talk about that we haven't that I haven't asked you?

Kerley

I don't know.

LaBerge

I have your little outline, and I think we've covered that.

Kerley

Well, the only one that I think we've slighted or that I feel that we've slighted is the involvement with the faculty and their support, buildings and so forth and so on. I think I've talked about Wendell Stanley—

LaBerge

You did.

Kerley

I talked about Calvin. I think I've talked about Giaque.

LaBerge

Yes, the last time.

Kerley

Of course, Joel Hildebrand.

LaBerge

Now, you didn't talk about Joel Hildebrand.

Kerley

Well, I, like thousands of other Cal students, found out about Joel Hildebrand by signing up for Chemistry 1A, and I will never forget him. He had the flair for making a point and making you remember it. That went on long after I was vice chancellor. When he needed a car, I think I probably told you that I helped him buy a Chevrolet, and the first thing he did is smash it up. Hadn't even gotten it home but anyway. So we talked to one another maybe once a month. So it went on forever. I think that my experience with Nello Pace—I think we covered that. White Mountain, did we? Oh, Nello Pace is a physiologist. He is a high altitude physiologist.

LaBerge

Now that you're saying that, I think we did.

Kerley

What else have we got here?

LaBerge

I think we covered, we covered all these associations I'm pretty sure.

Kerley

Yes. Yes. Yes.

LaBerge

You touched on all of the presidents, all of the chancellors.

Kerley

Yes. [laughing] Pipe.

LaBerge

What is pipe? Who is Pipe?

Kerley

I couldn't remember his name. That's Ed Strong.

LaBerge

Oh, Ed Strong. Did he smoke a pipe?

Kerley

Oh my God, yes! He was never without it. Yes. I always wondered about Ed Strong. When Kerr became president, I guess Seaborg went off to the Atomic Energy Commission. He became chancellor. I always thought that was because Kerr wanted to continue to be chancellor while he was president. *I think I'll not say that.*

LaBerge

Well, you just said it, but we can delete it. [laughter] [silence]

Kerley

I think we covered women's—

LaBerge

We covered women's athletics for sure.

Kerley

We covered strikes. I think we're in a position now where we can read what we have done and maybe make it a little better.

LaBerge

Before I turn off this tape, I'm just going to end this by thanking you for doing this and also thanking you for your service to the university.

Kerley

Well, thank you very much. I accept that.

[End of Interview]