Bartlett and Winifred Heard

PARTNERSHIP IN COMMUNITY SERVICE

With an Introduction by
Howard Thurman

An Interview Conducted by
Gabrielle Morris

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# TABLE OF CONTENTS - Bartlett and Winifred Heard

**INTRODUCTION by Howard Thurman**

**INTERVIEW HISTORY**

<table>
<thead>
<tr>
<th>I</th>
<th>OSBORN FAMILY BACKGROUND</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Genealogy</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Memories of Illinois and Canada</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Tacoma, Washington: School and Social Life</td>
<td>6</td>
</tr>
<tr>
<td>II</td>
<td>EXPANDING HORIZONS</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Emerson College and World War I</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Moving to Berkeley</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Four Busy Sisters' Accomplishments</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>Pioneering in Family Life Education</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Meeting Bartlett Heard</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>Comments on Extrasensory Perception</td>
<td>26</td>
</tr>
<tr>
<td>III</td>
<td>BARTLETT HEARD RECOLLECTIONS, PART 1</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>From Massachusetts to Arizona</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Ranching in Arizona</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>Traveling</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>Cultural, Business, and Political Interests in Phoenix</td>
<td>39</td>
</tr>
<tr>
<td></td>
<td>Discovering Indians and Photography</td>
<td>42</td>
</tr>
<tr>
<td>IV</td>
<td>PREP SCHOOL AND COLLEGE YEARS</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td>World War I and Decision to Enroll at University of California, Berkeley</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td>Education in Arizona</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>ROTC and Other Courses</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>Fraternity Life</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td>Courtship and Marriage</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>A Common Interest in the Theater</td>
<td>61</td>
</tr>
<tr>
<td>V</td>
<td>EARLY MARRIED LIFE</td>
<td>67</td>
</tr>
<tr>
<td></td>
<td>Sigma Phi Friendships</td>
<td>67</td>
</tr>
<tr>
<td></td>
<td>Photo and Sound Company, 1939</td>
<td>72</td>
</tr>
<tr>
<td></td>
<td>Establishing a Home in Berkeley</td>
<td>74</td>
</tr>
<tr>
<td></td>
<td>Continued Business and Cultural Involvement in Arizona</td>
<td>77</td>
</tr>
<tr>
<td></td>
<td>Bringing up Two Children</td>
<td>81</td>
</tr>
<tr>
<td>VI</td>
<td>EARLY EXPERIENCES WITH THE YOUNG WOMEN'S CHRISTIAN ASSOCIATION</td>
<td>85</td>
</tr>
<tr>
<td></td>
<td>Berkeley and National Boards, 1925-1935</td>
<td>85</td>
</tr>
<tr>
<td></td>
<td>Religious Experiences</td>
<td>87</td>
</tr>
<tr>
<td></td>
<td>Interracial Concerns</td>
<td>90</td>
</tr>
</tbody>
</table>
Concerns about U.S. Foreign Policy, 1953 340
Eastern and Western Zones, 1958 342
Rhine Country, Austria, and Swiss Women's Fair 344
Notes for 1951 Speech: Reflections on American Occupation 346
Selection as Women's Affairs Consultant, HICOG 349

XIX UNITED WAY OF THE BAY AREA AND ITS PREDECESSORS 351
Various Reorganizations 351
Mid-1970s Allocations Issues and Accounting Procedures 353
Difficulties of Organizations for Planning 357
Minority Representation and Board Member Perspectives 360

XX CONFERENCES ON YOUTH NEEDS 365
Leadership Training Workshops 365
Associated Youth-Serving Organizations and the Governor's Youth Committee 367
Involving Board Members 372
Group-Work Needs During and After World War II 377

XXI STATE RECREATION COMMISSION, 1947-1960 380
Pioneer Appointee 380
Off-Post Recreation for the Armed Services 384
The Governor, the Public, and the State Parks Commission 387
California Recreation Society and Commission Conferences 391
Mood of the 1950s 393
Joseph R. Knowland and the Acquisition of Asilomar 398

XXII ALAMEDA COUNTY JUVENILE DELINQUENCY PREVENTION COMMITTEE AND OTHER YOUTH PROGRAMS, 1949-1971 402
Evaluating Youth Needs: A Research and Listening Body 402
Five Areas of Accomplishment 409
Other Youth Programs 412
Youth Conferences 416
Child Welfare Services 422

XXIII EVOLVING COMMUNITY CONCERNS: BAY AREA SOCIAL PLANNING COUNCIL, 1964-1976 425
Planning for Child Welfare Services in Alameda County 425
Alameda County Conference on Child Abuse and Foster Care 429
Concerns about Child Welfare: Day Care, Illegitimacy 434
Police and Probation Department Training for Youth Work 440
Adoption Services and Foster Care 444
Oakland Status Offenders Program 446
Current Trends and Goals in Service Organizations 446
Health Care 452
XXIX ALTA BATES HOSPITAL
On the Board and as a Patient 636
Berkeley Pavilion, Alta Bates Foundation, Friends of Alta Bates 639
Funding and Health Planning in the 1970s 644
Community Involvement 649

XXX VOLUNTEERISM 652
Development over the Years 652
How to Work with Volunteers and the Functions of Voluntary Groups 657
Why People Volunteer 667
Changing Times: Notes from a 1940 Speech to Senior Women 670
Viability of the Volunteer 673

XXXI CURRENT INVOLVEMENTS 676
Thirty-five Years with the United Services Organization 676
Traveler's Aid Today 679
New Design for Robert Gordon Sproul Associates 681
Volunteer Opportunities 683

APPENDIX A - Asilomar History, Tape Recording for YWCA National Board, Covering Period 1913-1917 687

APPENDIX B - Notes from an Unrecorded Conversation with Roy Votaw, Chief of Field Services, California Youth Authority (Retired), 8 December 1976 700

APPENDIX C - Notes on the State of California Recreation Commission with Comment on the Services of Mr. and Mrs. Bartlett Heard, by Sterling S. Winans, November 12, 1976 704

APPENDIX D - University of California Volunteer Leadership, by Robert Kerley, a Brief Interview Recorded on 2 February 1977 711

APPENDIX E - On the Role of Hospital Trustees, by Robert Montgomery, a Brief Interview Recorded on February 11, 1977 717

INDEX 725
TABLE OF ILLUSTRATIONS

Frontispiece. Winifred and Bartlett Heard, 1969.

Photographs: Winifred Osborn in Emerson College pageant, 1917; and engagement announcement, 1921. 24a
Photograph: Bartlett Heard in 1917. 53a
Photograph: Sigma Phi fraternity, 1918. 56a
Phoenix Players program. 61a,b
Newspaper article. Fire of July, 1925. The San Francisco Call, July 24, 1925. 75a
Letterhead. United Service Organizations, Inc. 141a
Handbill. The Playmakers. 162a,b
Family photographs. 177a
Letterhead. Northern California Women's Action Committee for Victory and Lasting Peace. 211a
Announcement. Mrs. Heard to speak in Berlin on The Role of Voluntary Movements as a Collective Force for Social Action in a Democracy, August 10, 1950. 236a
Program. Berkeley YWCA. 245a,b
Photographs: Visits to Postwar Germany and to Hawaii, 1950-1957. 256a
Letter. Dwight D. Eisenhower to Winifred Heard, October 16, 1952. 263a
Newspaper articles. Mrs. Heard to be speaker. Indianapolis Times, January 26, 1951; The Arizona Republic, April 25, 1951. 273a
Three photographs of Theodore Roosevelt, one with Mrs. Dwight Heard; another with Dwight B. Heard. 301a
List of questions to be considered at Stanford Community Leadership Workshop. 368
Photographs: USO, California Recreation Commission, and Asilomar. 379a
Excerpt. Minutes of Bay Area Social Planning Council meeting, June 19, 1975. 425a
Letter. President of Council of Social Planning, Alameda County, to Mrs. Winifred Heard, July 11, 1963. 428a
Christmas letter, 1964. 430a
Notes from dedication speech. Asilomar as a California State Park, July 1, 1956. 451a
Clear Task sheet. 538
Letter. Musa Alami Foundation, July 19, 1976. 606
Letter. Barry Goldwater to Bartlett Heard. 607a
INTRODUCTION

The readers of the oral history of the lives of Bartlett and Winifred Heard will recognize that they are two people, husband and wife, whose life together made a positive and creative impact on their times. Given the advantages of basic economic security, solid academic grounding and the seasoning that comes from excellent family trees, these two together created a way of life quite worthy of the best in the American Tradition.

My friendship with Bartlett and Winifred Heard covers a period of nearly a half-century. During that time interval we have met and tarried at many crossroads of experience in which there was immediacy and sharing of vicissitudes unique to our particular journeys and separate ways of life. During most of those years we were separated by a continent and by commitments which led down different paths; nevertheless, from the days of our first acquaintance, our relationship has continued to unfold.

It began at Asilomar in the summer of 1928. Asilomar was the Western Conference Grounds owned by the National Board of the Young Women's Christian Association. It was here that for several years, together with many conferences serving the Western area of the Association, the Summer Training School for future YWCA secretaries was held. For several summers I was technically on the visiting staff of instructors and lecturers serving both the school and the various conferences representing Girl Reserves, Young Adult and Professional Women, and local associations.

Into my class one day walked Winifred Heard. She was not a member of the class; I had not seen her before. It was a strange experience for me because she was different from the casual visitor who was spending a holiday on the grounds. Her manner was that of a confident professional woman who knew precisely what she was about. Immediately, she made her presence felt.

The discussion on that particular morning concerned the Teaching of Jesus with reference to poverty and wealth. Many questions were raised in the discussion. As soon as it was over and the class dismissed, Winifred came up to the desk, introduced herself and her friend, and raised a critical, though friendly, question about the position I had taken. There was no time for conversation. An appointment was made for immediately after dinner in the circle in front of the Administration Hall. We met for more than three hours. We walked round and round the circle exploring the mind of Jesus and permitting to surface some of the central concerns of our own
individual lives. As the hour grew late and we were thoroughly chilled, we decided to go up to the Lodge and finish our conversation before an open fire. From that day to the present, our friendship has grown to include our respective immediate families and an ever widening community of interests and dedications.

The growth of my friendship with Bartlett moved at a slower pace. By temperament he is much more detached and private than Winifred seemed to be; he is naturally reserved and at first meeting, initially remote. The unfolding of our friendship has been bounded by a slower beat, due in part to the fact that in the nature of the case, points at which our lives touched were marked by long intervals during which we were interpreted to each other through Winifred herself. During the early days when the children were small, as a guest in their home, much of my time was spent conversing and playing with Bradford and Helen, their warm outgoing children. In this process I was able to share in the experience of the Heard family and they were able to experience me as a person, not merely as a visitor, or guest or a professional in the midst. From within this contact members of my immediate family were known and shared as well.

Because of the nature of my work and interests in religion, education and social concerns, Winifred and I worked with and knew many of the same people. She was a volunteer from a professional background often carrying full responsibilities of salaried staff. In addition, hers was the unique contribution of one aware of, but not necessarily affected by, the ups and downs of organizations designed to meet complex needs. In the wide range of her social concerns and dedications she was blessed with the grace of autonomy which freed her to be herself with as much independence as her free spirit required.

Slowly in the long intervening years Bartlett has become a part of the process. It was possible, for many reasons, for him to share more and more directly in the wide range of Winifred's concerns. These concerns became more and more joint undertakings. Always he was very involved behind the scenes, sometimes a silent partner; latterly, however, he became active involved by his very presence in many of the interests that took Winifred east, west and into foreign lands.

The private vicissitudes of life have contributed much to this creative unfolding -- sicknesses, death, sharp personal disappointments and the whole flow of meandering tragedies from which none may finally escape -- these have been the tutors guiding and shaping the lives of these two rare human beings into creative handles by which many blessings are fashioned by the Creator of Life for the fulfillment of His unique purposes for His children.

Speaking for the Thurmans, Sue and myself, it is utterly reassuring that the final phase of our lives is being lived in a place where Winifred and Bartlett are nearby. A simple telephone call or a note can work the instant magic of a friendship that has nourished us all through the years.

Howard Thurman

San Francisco, California
17 March 1978
INTERVIEW HISTORY

One of the keys to successful functioning of voluntary organizations is the continuity of their leadership and close contacts among individual leaders in various organizations working in related fields. This memoir by Winifred and Bartlett Heard was recorded for The Bancroft Library's continuing study of volunteer leadership to document over fifty years of such continuity and inter-relationship, beginning with their activities in the Bay Area and extending into national and international concerns for social welfare and cultural understanding.

Because of the variety of Mr. and Mrs. Heard's experience and the quality of their devotion to the University of California which began as fellow students in the twenties, continued in close associations with the School of Social Welfare, and matured in significant assistance and direction to current development programs of the Berkeley campus, the Office of the Chancellor made it possible to prepare a full account of their work on behalf of the community. Assistant to the Vice Chancellor Jean Dobrzensky, in particular, provided the encouragement for this memoir to be undertaken.

Nineteen interviews in all were recorded, between September, 1976, and March, 1977, in the Heards' handsome sitting room on the sixteenth floor of the Park-Bellevue apartments overlooking Lake Merritt in Oakland. Bartlett Heard was simultaneously being interviewed in depth for the Phoenix Oral History Project to preserve his account of his family's pioneering role in the growth of Arizona. The activities reported here are therefore primarily Mrs. Heard's, although Mr. Heard is very much a presence in the flow of events, enabling and encouraging his wife's busy schedule and participating in many organizations with her. A quiet, affable man, the three interviews in which Mr. Heard participated reflect an acceptance of philanthropic obligations as a matter of course and a lasting enjoyment of sociability and travel. Vivacious and charming, with a glint of humor and a taste for fashion, Mrs. Heard comments on the value of social occasions for smoothing organizational work and notes that through the fifties and sixties they often combined their love of travel with international YWCA assignments and other social work conferences.

From chairman of a Berkeley teen committee through president of local associations and vice-president of the national board and on to worldwide review tours, the central organization in Mrs. Heard's career has been the Young Women's Christian Association, which has filled the place of traditional religion
in her life. It was in the YWCA, she reports, that she learned the groupwork techniques and understanding of policy-making with which she has served so many organizations well. With the flair she developed in drama school in Boston, she pioneered in teaching sex education for teenage Y groups in the thirties and accomplished the politically delicate transfer of the famous conference grounds at Asilomar from the YWCA to the California park system in the fifties. During World War II, she represented the YWCA in the interagency group that established the United Service Organization and helped it find ways to further interracial friendship and understanding. As both USO and YWCA struggle to cope with the impact of changing social patterns in the mid-seventies, she continues to add her counsel to their decisions.

In the postwar years, Mrs. Heard added Travelers Aid, World Affairs Council and International Hospitality Center, the State Recreation Commission and Associated Youth-Serving Organization statewide youth conferences to her board memberships; as well as continuing her positions with the United Bay Area Crusade and its affiliate, the Social Planning Council, chairing a county delinquency prevention committee for a dozen years and serving on a short-lived health facilities planning committee. Through these varied activities, a body of friends and associates developed, sharing the same concerns and accessible to each other for advice and action in moving plans forward. In describing her work with these organizations, Mrs. Heard returned frequently to the importance of seeing the big picture in the mass of detail and of good organizational structure, reflecting the many by-law and constitutional revision committees she sat on herself.

In the mid-sixties, after serious illness and the sorrow of their son's untimely death led her to limit her activities somewhat, Mrs. Heard began a new phase in her civic career, at the top level of advisors for the University of California Berkeley Foundation and Alta Bates Hospital. Discussing pressures of the seventies on community institutions, she provides valuable practical advice on developing understanding and financial support from the constituencies being served.

Mr. and Mrs. Heard reviewed the transcripts of these interviews, making minor emendations and clarifications and deleting a few repetitious passages. They were also generous in providing photographs, correspondence, reports, and other memorabilia of their diverse and useful undertakings. Several of their close associates also wrote or tape-recorded brief reminiscences of working with Mr. and Mrs. Heard in specific organizations. These include Roy Votaw, retired chief of field services for the California Youth Authority; Sterling Winans, retired California Director of Recreation; Robert Montgomery, administrator of Alta Bates Hospital; and UC Vice Chancellor Robert Kerley. Some of this documentation illustrates the volumes; other materials are in The Bancroft Library.

The introduction by distinguished theologian Howard Thurman reflects over forty years of friendship and shared endeavors with Mr. and Mrs. Heard and sheds light on the spiritual bases for community service.

Gabrielle Morris,
Interviewer-Editor
Regional Oral History Office

5 January 1978
The Bancroft Library
I OSBORN FAMILY BACKGROUND

[Interview 1: September 16, 1976]
[begin tape 1, side 1]

Genealogy

Morris: I am really looking forward to interviewing you and Mr. Heard. It isn't often that we have the opportunity to talk with both halves of a couple who work together on so many activities and are so supportive of each other's interests. I know that Dr. Wesley Johnson is doing extensive interviews with Mr. Heard for the Phoenix Bicentennial project, so I will only ask him to join us for a few sessions.

Shall we begin with something about your family background, Mrs. Heard? You were born in Illinois, although your family had not lived there long?

Winifred Heard: Yes. To start out with the background (as far as we know it—one gets lost in the intermarriages and everything else so I've kind of given up on some of this) there were two great migrations in this country: from the Northeast, like Vermont and New Hampshire and Maine, through Ohio into Illinois; and the other came through Virginia (which is my father's side of the family) through Kentucky into Illinois. That's where these two streams of background came from.

That was in the time when it was primarily an agricultural country, so in both sides of the family they were farmers.

Morris: Was it after the Civil War that the two streams began to settle in Illinois?

Heard: No, no, long before that, because in the Civil War Kentucky was a border state. As I think I've mentioned, my grandfather Osborn was orphaned when he was quite small and he and his brother were brought
Heard: up by different sets of relatives. My grandfather fought on the side of the North in the Civil War and his brother on the side of the South. We know they were both in one battle, at Mumsfordville.

My Walters side of the family, I don't really have any record of what they did in the Civil War. I've never gone back that far.

Morris: So both sides of the family were settled in Illinois?

Heard: In Illinois, early, early. My great-grandfather on the Walters side of the family was Scotch; he was a minister and the family lived in Ohio. That's the way that they came through. His son died in Indiana. And he married Lydia Donner, the sister of George and Jacob Donner.

Morris: Those are the California Donners?

Heard: Yes.

Morris: She was part of the family that stayed home?

Heard: Yes.

Morris: Was your father a minister?

Heard: My father? Oh, no, no. This is on my mother's side. My great-grandfather was a minister and the family lived in Ohio. His father died when he was five and the family moved to Illinois. In 1850 he and his brother came to California, around the Cape. The brother died on the way and William purchased a large tract of land in what is now Riverside County. But he didn't like it out here so he went back to his rich farms in Illinois and then let the California land go for taxes.

Morris: Oh my. [Laughter]

Heard: Then his wife--my grandmother on that side--her family came to Illinois from Ohio and before that from Massachusetts. There were several children, I think, eight children. Some died in infancy as was the situation in those days. My mother was born in Illinois.

Morris: And her name was?

Heard: Nydia Walters.

Morris: That's an unusual name.

Heard: Yes, it is, very unusual.

Morris: Did she know where it came from?
Heard: No. She was married to my father in 1895 and my father's sister married one of my mother's brothers, who was a doctor.

Morris: So you had double cousins?

Heard: So we had double cousins. But I haven't kept up with any of my cousins; in fact, I really don't know where or who they are. Except one of my uncles who was a doctor, quite prominent in Springfield, Illinois. His name was on the committee for a Lincoln memorial day in Springfield. Interestingly, Bartlett's grandfather, A.C. Bartlett, was on the same committee. He had two sons whom I saw when they were quite small. I know they went to the University of Illinois and they were Dekes and now they live in Florida. So I presume they have done well.

Morris: And your father's name?

Heard: William Wallace. But about my mother's brothers—there were three doctors. My mother graduated from a normal school. I have her certificate or graduation diploma someplace. She taught school before she was married to my father. I know one of her teaching experiences was in Colorado where one of her brothers had settled; she lived in a sod house in the early days of Colorado.

Morris: That must have been a very rugged kind of teaching.

Heard: I should have thought so. I should have thought so. Now, let's see—I'll move on to the Osborn family—the interrelatedness. The Osborn family was originally from Scotland and the founder of it was from Wales. His name was George Harris. He married into the Curry family in Kentucky and that branch of the family still owns the farm and lives on it in Kentucky. But we've never had any contact with them.

Morris: George Harris was George Harris Osborn?

Heard: No, that's the founder of the Osborn line, but this is where you get into all those intermarriages so that it leaves you dizzy trying to trace the genealogy.

Morris: George Harris had a daughter who married an Osborn?

Heard: Must have had. Or a Curry who married an Osborn. Curry lived in Kentucky and his daughter was married to my grandfather, so that's how the Osborn came in. Actually, unless some grandchild takes the Osborn name—some of my sister's children, which I don't think will happen—the name will die, has died out with my father.

Morris: Because your parents had only daughters?
Heard: Yes. There are four of us. Well, my brother died when he was an infant and so I just have sisters.

Morris: In various of the documents I've seen the Osborn name is spelled differently.

Heard: That's what I said: Ausborn or Ausborne or Ausburn. It means born on the river or something. I remember when I first went to Emerson College, the dean who taught a class I was in was gung-ho on genealogy, which had never really occurred to me to think about, I guess. He told me to look up our name and I did; Osborn is one of the oldest names in Scottish lineage.

Morris: So that in Scotland there are variant spellings?

Heard: Variant spellings, I would guess.

Morris: But there also seem to be differences in spelling within your family, your generation.

Heard: Yes. As I told you, in those birth certificates and in the Civil War records it's Ausborne, -burne, and then that was corrected later. I have copies of those certificates of my grandfather's service in the Civil War.

Morris: Do you have a choice on the spelling?

Heard: Well, I think we should just use what we do now legally: Osborn. That's what our lawyer says for us to do.

Memories of Illinois and Canada

Heard: My earliest memories—we lived on a farm in Illinois till I was six. I, being the eldest, spent an awful lot of time with my grandfather and grandmother who lived in Waverly—my earliest recollections are of my grandfather's stories about the Civil War. He was just eighteen, I think, when he went into the Civil War.

As I said, I was born in Waverly, Illinois. I think I went to school, it must have been something like a kindergarten. One of the early memories I have of those years in Illinois was the death of my brother. I think I was four. I don't know, psychologists differ as to when memory begins, don't they, but at least they mostly agree on the age of four, particularly if it's as dramatic an experience, I suppose, as a death. I have a very great aversion to heat, and Illinois in the summer gets sometimes very hot.
Heard: I remember when my brother died, it was just shortly before my sister Dorothy was born, and so my mother did not go to the graveside service. I went with my father and I remember I was so hot—it was in August—I could hardly stand it and I was weeping by the side of the grave. I could hear people say, "That poor little girl, she's so sorry about her brother," and all I wanted to do was get out of that heat.

Morris: Into the shade.

Heard: For a long time I thought maybe my aversion to heat was psychosomatic but I've decided that that's not the case.

Anyway, we moved to Canada when I was six. We lived in Canada until I was nine, and in the winters we went back twice to Illinois. Once we stayed in Canada and my father went someplace, I think on a big fishing expedition. I remember I kept track of the temperature during the time he was gone and it was once down to 20° below zero while he was gone. We had a rope from our house out to the barn so that the hired man, or men, could hang onto this and make sure of getting there and back in a blizzard or something.

Morris: As a little girl did you know why the family moved to Canada?

Heard: Oh, yes. When my grandfather Walters died, he left quite a good sum of money to each of about six children and my mother and father and one of my mother's sisters and one of her brothers all went to Canada and bought big ranches.

Morris: Together?

Heard: No, separately. In Canada. It was in the wheat country. I remember there was flax, too, and I remember my father getting us up at four o'clock one morning to see the field of flax, about forty acres, in bloom—it's a beautiful pale blue flower. I can still remember how beautiful it was. Another thing we did in the wintertime—the snow up there's very dry—we used to make ice cream out of snow.

Morris: The hot syrup on the packed snow variety?

Heard: Yes, or packed the ice cream in snow. I remember we used to have something called "rose flavor"—we used to make ice cream and put it in the snow after we mixed it up and it would freeze again. Another thing we did, my father gave us an acre of ground to play with and we planted sunflowers and we made patterns of rooms with our plants.

Morris: How clever!
Heard: Wasn't it fun? In the wintertime the snow gets very deep and very dry and we used to cut furniture out of the snow, like chairs. I don't know what else we did, but anyway we had those to play with.

Morris: You would be how old then?

Heard: I was about six, yes, six to nine when we lived in Canada— I was eldest.

Morris: How old were your sisters?

Heard: My youngest sister was about one or something like this when we moved to Canada. I had a horse.

Morris: So you think she'd be big enough so you could cut a chair and sit her in it in the snow.

Heard: Yes, yes. And I used to take her on my horse with me. I remember once, I guess I hadn't gotten the saddle girths tightened enough, and we slipped and we both fell off. We were about half a mile from home, and we picked ourselves up and walked back and as soon as we got inside the door we started to weep. We hadn't evidenced any sorrow before that.

But it was a good thing. My mother taught my sister and me to read. I read all of Shakespeare's plays before I was nine. I'm sure I didn't understand a word. Then we moved to Tacoma because it was time for us to get schooling, an education—we didn't go to school in Canada. I think Canadian Day is the first of July and I remember being annoyed at having to sing the Canadian hymn instead of the "Star-Spangled Banner".

Tacoma, Washington: School and Social Life

Heard: So we came to Tacoma.

Morris: Did your father sell the ranch in Canada?

Heard: No, we kept it for a long time after we lived there. We eventually sold it.

Morris: Did you go back there in the summers?

Heard: No, we just had it rented. No, we didn't ever go back.
Heard: He went into the contracting business in Tacoma and then when I was, I think, thirteen he was in a very bad accident. A building collapsed or something and one leg was badly crippled. So he just more or less did small jobs and things the rest of his life.

Morris: Did that make a major change in the way the family lived--finances and whatnot?

Heard: Well, I can never remember being poor but I certainly don't remember being rich. I think our chief emphasis was probably on getting a good education. I started in the third grade in school when we came to Tacoma because I already knew how to read and do basic arithmetic. Then I skipped to the fifth.

I remember when I got my report card, the first time, in the fifth grade I got an "L" in arithmetic and I started weeping and the teacher said, "What is the matter with you," and I said I could not go home with this on here. What happened is that I had skipped long division; I didn't know how to do those problems. Well, I soon made it up. But, anyway, I went through high school in Tacoma, which I think was one of the best educations that I've had. The teachers I had were absolutely marvelous and we had to write books--I wrote three novels.

Morris: Marvelous. Do you remember what they were about?

Heard: Oh, they were gooey; I don't really know. (Laughter) In one I spent a week in London in the sixteenth century. It was a study for our English class, and it was very interesting the first time I was in London to compare some of the things that were true in the sixteenth century and in the twentieth. All four of us went to high school and graduated with honors.

Morris: Were you close enough together in age so that all four of you would have been in high school together?

Heard: We were all four in high school. We weren't all four in college together.

Morris: Your sisters must have skipped grades too?

Heard: Maybe we weren't all in high school together. Well, we must have been, because we have a picture of all four of us on the honor roll, so I'm sure we were in high school together. But how long I'm not quite sure--no more than two years at the most, because when we came to Berkeley my two younger sisters went to Berkeley High for one year and they graduated from Berkeley High.
Morris: Before we get to Berkeley, what kind of town was Tacoma when you were going to school there?

Heard: The Northwest, as a whole, was Scandinavian—the great migrations were from Minnesota and that part of the country. I don't remember ever having known a Negro. I think there was one boy in high school, but I'm not even quite sure of that. But I never had any racial contact except Indians—we had quite a lot of Indians in the Northwest. One of the girls that I was very fond of was Indian.

I think one of the more interesting things about social life in our high school was that there was a group of sixteen of us, eight boys and eight girls, that had a kind of an informal club. We didn't date anyone in it; we did everything as a group, and we had lots of picnics and parties, often at our house—we had quite a big house in Tacoma. I remember one night we were going out to Steilkum Lake and it rained, so we all gathered in our house and at about eleven o'clock it stopped raining. So we said, "We'll go out to the lake." We had one of the first automobiles in Tacoma—a Reo. One of the boys, Merritt Styles (who's a very famous surgeon who just died recently) also had a car and so we could get everybody in these two cars. My father got out of bed and drove us, and Merritt had his car. We made a fire and we cooked wiener, and then we made coffee in the same water. I've been kidded about this ever since. We had a lot of fun with that.

We had a very good music director in the high school. We put on several operettas and I always had parts in those. We did a play called Queen Esther and I remember having the lead in that. I was also president of the YWCA.

Morris: You mentioned that, and I wondered what the YWCA program was like.

Heard: What we made it, I guess. I remember I went to a—I don't think it would have corresponded to a Y-teen conference in the form we've had them since, but more or less that's what it was. Maybe it was just for the leaders. There were two high schools in Tacoma: Stadium and Lincoln. I guess it was the leaders of both of these high schools because it was a small group. I don't really remember how many were there. But that's when I first knew Mrs. Penrose—Stephen Penrose's mother? They're an old family from Walla Walla, Washington.

Morris: Was she a YWCA lady?

Heard: She was on the board—I guess she was president or something of the YWCA. I was too young then to have access to all of those
Heard: subtle differences in prestige and position.

Morris: But Mrs. Penrose herself impressed you?

Heard: Yes; well, I knew her for many years thereafter, too. And then her son Stephen, who was president of AUB [American University of Beirut] in Beirut, I've known him for a long time. Knew him, he's no longer living. In fact, I visited them in Beirut.

The teacher I had in Public Speaking and Dramatics had graduated from Emerson College, and she thought it would be just wonderful if I would go to Emerson. So that's how I went to Emerson.

Morris: Was your mother active in the local YWCA?

Heard: No, not that I recall. After my father's accident, my mother became interested in politics and she had some kind of a job in the city hall—what it was I'm not exactly sure. But off and on she did things like that. She was interested in community activities, and I suppose that's what's carried over into the lives of all four of us.

Morris: Did she have someone at home keeping house, or were you girls old enough at that time to pitch in?

Heard: No, we were old enough by that time. We always did our own thing. I remember we used to have work sessions on Saturday mornings. My sisters all liked to sew and I hated sewing, so I was always the cook and they did the sewing. That's one reason I can't even sew a fine seam now. [Laughter]

Morris: Well, to be the family cook is quite an accomplishment, too.

Heard: In high school we had both sewing and cooking in those days. So you really learned quite a bit about it.

Morris: Tell me about your father. After his accident did he have more time to spend with you girls?

Heard: Oh yes, and my father was a very well-read person. He was Southern in a lot of his attitudes. He was also very interested in the labor movement, and I suppose my feeling in the YWCA when they upheld the rights of people to organize was influenced by my father's attitude.

He was a great athlete before his accident. As a little girl I can remember he was a hunter, a fisherman. I guess he played
baseball--not when we moved to Canada because there wasn't that much organization, but in Illinois. My mother and father belonged to a singing group and I can remember that song, "On the Banks of the Wabash," when we still lived in Illinois. So there were all those intangible yet very real influences.

You say he was interested in the labor movement. That was pretty lively in Washington.

Oh, yes. IWW's [Industrial Workers of the World].

Would he have followed that and talked to you about that?

It was more his attitude towards the rights of people to organize. I don't recall that he ever took such an active part in that endeavor, or that program. But it was his attitude toward people.

What kind of expectations did he have for his daughters?

I think more or less the same thing as my mother--to have us get a good education, because he realized he was not going to be able to leave any great amount of money to us and that what we did we would probably be doing on our own.

We were quite capable of doing without; that's why I said I never really felt poor. There were lots of times in my life in Boston that I wished I had more money than I did, but I don't know that it deterred me from doing a lot of things that I enjoyed doing. I certainly had a lot of friends.

Your mother and father expected you all to go on to college?

Oh my, yes.

How about the other people in your high school? Was that the custom in those days?

I don't really remember. I think that in our group of sixteen most of them went on to college. As I told you, Merritt Styles became a very famous surgeon. He was also very active, curiously--I wish I'd known this earlier--in International Ski Association and the Nishkians in San Francisco have known him for years. He married the daughter of one of the leading surgeons in Philadelphia. Bartlett and I saw them in Philadelphia once. He died of a heart attack just about two years ago.

So he settled back in Pennsylvania?
Heard: He was in the East. Then he moved out to Spokane and I think he was living in Spokane at the time of his death. He'd been there for a number of years. But I haven't kept up with any of those high school reunions. I don't know, that's just a chapter over and done.

Morris: Your group of sixteen sounds like they had a good time together.

Heard: We did.

Morris: How big was the whole high school?

Heard: Probably three hundred or something more, maybe. I have no idea how many were in our graduating class—maybe seventy-five or something. Not the huge kind of things that high schools are now.
II EXPANDING HORIZONS

Emerson College and World War I

Morris: Did living in Boston as a young woman make a major impression on you?

Heard: I loved Boston. I don't know if that was because of the friends I had and the work I was doing. You see, the war broke out during that time and I certainly formed some opinions about the Southerners who gave Confederate skits during the middle of the war. The man I was very much in love with was Harvard and his roommate was the first American officer killed in the war. I can remember when the whole college campus, the whole Harvard campus--this is World War I--enlisted.

Morris: World War I started in 1914, but the United States didn't mobilize until 1917.

Heard: Well, it was '17 then. One of my best friends at Emerson was a Canadian and her brother was killed in the war and she had to go home to Ontario. So then it was deeply impressed on me. We started putting on a lot of money-raising things. I can remember I was a sergeant or some big title in a big parade in Boston for one of those patriotic events. Then, also, I went into the YWCA in Emerson and I was the president of the YWCA there, I guess. We did quite a few things, and because my boyfriend at Harvard was a member of the glee club I was able to get the glee club to sing for us for a few times. And that was helpful.

Morris: Were you aware of any numbers of young men from Harvard going off to Canada?

Heard: Not to Canada I wasn't aware of it.
Morris: Or going over to volunteer in the British forces?

Heard: I wasn't aware of those. Nor to enroll in the Canadian Air Force, which a lot of people did. No, I think it would have been older men at Harvard—I mean more year-of-graduation or something.

I had a really good two years in Boston. I'm very grateful that I had that, although I haven't kept up with Emerson, either. There are just too many other things that come into my life to have the time or the energy for.

Moving to Berkeley

Heard: I think I told you that when we decided to come to California, we wanted to go to Stanford. In our book here we have a copy of the recommendation that the principal of the high school and so forth wrote. I think there were two reasons we didn't get into Stanford: One, my sister was at Lansing, Michigan, and I was at Boston and our two younger sisters were still in high school; and in our application for Stanford, which was when they had only five hundred women and fifteen hundred men, we asked that all four of us be considered. You know, when our two younger sisters were ready.

Morris: You and your next sister were already ready for college.

Heard: Yes, I would have been a junior and she would have been a sophomore. She was one year behind me. But we didn't get into Stanford, so then we came to Berkeley. The first year I was here at Berkeley, I just couldn't see that place at all.

Morris: UC Berkeley?

Heard: Yes. Because it was during the war, for one thing, and I had just left some attachments in Boston and all I wanted to do was to get out of here and back to Boston.

Also, I only got one year's credit for two years at Emerson. So here I was faced with three years of college instead of what I had anticipated to be two. So I went to summer session, inter-session, both years and I finished in two years and graduated with honors.

Morris: So in effect you had to do three years work in those two years?
Heard: Yes, but then I went to summer session. I took twenty-one units. Emerson was at that time a dramatic college, so I had all the English major requirements. There weren't very many majors I could qualify for. I had too much English. And dramatics, we didn't even have a dramatics major. We didn't have sociology. Jessica Peixotto was the only person who ever did anything in that line, and I took her course in control of poverty.

I used to go on visits to Angel Island and things like that, which interested me tremendously. I did not go into University of California YWCA because I was so busy doing all these other things. And the fact that I could take twenty-one units was what really turned me off, because I knew that at Wellesly or Radcliffe, with which I was more familiar, this would have been impossible.

Morris: Why didn't you transfer over to Wellesley or Smith or one of those schools?

Heard: Well, because we all wanted to be together. It was cheaper for all four of us to be in the same place and live at home. Which we did.

Morris: The pattern of the whole family pulling up stakes and moving to a new town--

Heard: Well, we pulled up stakes from Illinois to Canada, from Canada to Washington, from Washington to California. You see, some of my mother's family—I told you about coming around the Cape and all that. As far as I know no other members of the family ever moved to California. I think Illinois goes to Florida or the winter visitors come to Phoenix. And the eastern coast goes to Florida.

I just think that the opportunities to do what we felt was the next step weren't there, so we picked up and left. Pioneer ancestors, you see.

Morris: Well, was it a family discussion? Did your mother and father participate in this plan that you girls worked out, that you all wanted to go to college together?

Heard: Oh, that just was because we were in the same place. I think it was probably economic: when all four were going to be in college, Stanford would have been pretty steep. So it was probably a good thing that we ended up at Cal, because I think there are more opportunities at the University of
Heard: California. You want me to put on my University hat? [Laughter] I'm vice-president at-large now of the board of trustees of the UC Foundation. That's because I will go off next year and the only way you can stay on after you've been on six years is to be an officer.

Morris: You wrote to Stanford and they said, "We won't take all four of you Osborn girls." And after that you decided as a family that Berkeley was the place?

Heard: Yes. After my sister and I came back to Tacoma from Lansing and Boston.

Morris: You would have been out-of-state residents.

Heard: Yes, we were--for a year.

Morris: Was there any problem about being admitted?

Heard: No, those were not the days when there was any big problem about admission. No, there was no problem that I know of. Well, we had high grades. My two sisters weren't seeking admission, it was just the two of us.

Morris: That's what I wondered. Did you put the same proposition to the University?

Heard: No, because that wasn't necessary at a state college--it was different from a private university.

Morris: You must have heard about the University when you lived in Tacoma.

Heard: Oh, we knew about the University of California. We had looked into what other places there were, I suppose. But I think the scope and variety of Cal was capable of absorbing a variety of interests. I don't know that my two younger sisters had decided that they were going to be phys. ed. majors when they were juniors in high school, although I think they were on basketball teams and things like that in high school.

Morris: Did your mother and father come down and find a house?

Heard: No, I think my mother came down, and the two younger girls. We lived in a flat. It was a two flat house on the corner of Bowditch and Channing, right across from Head School. There was a fraternity house, Delta Upsilon, on the other corner--I had a friend in there. Anyway, we lived there all the time and then
Heard: Eventually my mother and father built a house over on Euclid. After we were out of college, I guess that was. I'm not sure if everybody was out or not.

Morris: Do you have any sense of how they enjoyed Berkeley as a place to live, aside from providing a nice home for their daughters?

Heard: No, I really don't because we were so busy getting through college. Then I went away in 1921 and we all sort of scattered. My father used to go up to Echo a lot. He helped build a house up there, and he loved going up for fishing and things. No, I don't really know too much about those years because I wasn't here.

Morris: You had gotten married shortly after graduation and you were involved in your own life.

Heard: I was involved in my own life.

Morris: You would have finished at Emerson, wouldn't you? That was a two-year course then?

Heard: No, a four-year course. But I had decided then that I wanted more of an academic education. I guess this was the Harvard influence on me--my friends at Harvard.

Morris: It wasn't that you loved theater less?

Heard: No, but I knew that I didn't want to be an actress—that wasn't my beat. I was much more interested in directing. I didn't just want to be a teacher. I was offered a job at a women's college in Dallas when I got out of Cal, in the dramatics department. I probably would have taken it if I hadn't been engaged to Bartlett by that time. But, I don't know, life moves in curious ways.

I majored in philosophy. I guess the reason I took philosophy was because the philosophy department was Harvard in those days—everybody in that philosophy department was Harvard-trained. There was Adams and Loewenberg and Rieber, and Pepper came later. But those three were the ones I principally worked with. Then I did some graduate study in 1924. I also took a lot of dramatics with Sam Hume and what's-his-name—Frederic McCormick—who was his associate. And I was an usher in the Greek Theatre. I substituted for them in classes once in a while when they were off someplace.

Morris: What were there about those Emerson years in the YWCA that you
Morris: you can recall?

Heard: Well, those were mostly about the war activities that we participated in. I don't remember the Emerson YWCA activities at all as separate from the war.

Morris: Was this a student Y?

Heard: A student Y. Because I never went to any conference or anything. Oh, I worked the summer that I was there in the university extension, reading papers in English—English papers, correspondence papers. That was quite an interesting experience. But that was just a summer job.

As for the YWCA, having been in it from infancy, practically, I guess I've never been out of it until 1964 when I went off the national board. When I went to Phoenix after we were married, I could just automatically, almost, go onto the YWCA board and the university women's club. I don't remember what else I did in those days. Then we moved here in 1924. We only stayed in Phoenix three winters because Bartlett had such hay fever problems in those days. He still has. One thing that's determined his life is his health, although he seems fitter now than he's been in years. But Phoenix did not agree with him. So we were never there in the summers; we were traveling. We were here in 1922 and '23—we had the James Allen's house, and then we had it for the whole year 1924. Brad was born when we lived in the Allen's house. Bartlett went out and bought the house on Bridge Road and I never saw it until we moved in.

Four Busy Sisters' Accomplishments

Morris: Going back to your student days, you said that your sister went to Michigan? How had she picked Michigan?

Heard: She was interested in arts and crafts. She went to Lansing, you see, which was like Davis would have been to UC in those days, I suppose. She majored in art and crafts when she was at Cal. Let's see what her major says about her. [Refers to Osborn sisters' scrapbook]

Morris: You said that it had an interesting title—household development, or something like that?

Heard: She majored in household arts and philosophy. Then she did
Heard: practice teaching in crafts at the tubercular sanitarium in Marin. She was very active. She was grand president of Beta Phi Alpha, a social sorority. She was an inspector and an installing officer and a delegate to the National Panhellenic Congress in Dallas, Texas, Chicago, Illinois, and Boston. Then she moved south after she was married and she was president of Los Angeles City Panhellenic, and she was president of the grand old branch of the American Association of University Women [AAUW]. She was on the YWCA in Glendale.

Morris: This sister's name is—?

Heard: Violet Kearney. Let's see. She was on the Community Chest and the Coordinating Council. And she was convention chairman for the AAUW in Pasadena. Let's see, what else did she do? [Reading] State press chairman for the American Association of University Women.

Then during the war she worked in Sunset McKee. I don't know what that was—one of the war industries, anyway. And her two sons were in the war. She retired after that and now they live down in Escondido. She's always been interested in flower arrangements and things—weaving, bead work—you name it, she can do it. She yearly sweeps the prizes at the flower show down there.

Morris: It sounds like the two of you have had almost equally busy lives.

Heard: Oh, wait till you hear about my other sisters if you think that. Well, my navy sister—of course, UNICEF [United Nations Children's Fund] is her big outlet.

But my brother-in-law, my sister Vi's husband, he's Irish background. He's got those coats of arms and stuff.

My sister Dorothy, the navy wife, was the commencement speaker at the graduation of Cal in 1923.

Morris: Was there some—I don't know that rivalry is the word—but was there kind of an effort to see who could top who?

Heard: I think there's a sibling thing there. She was a Prytanean and she was president of the Women's C Society. Beta Phi Alpha later merged with Delta Zeta which they belonged to. She was their national inspector and installation officer from '23 to '33 and she traveled all over the United States. Then Dorothy taught at Miss Ransome's school before she was married.
Morris: Did she get a teaching credential at Cal or could she teach without?

Heard: She graduated in phys. ed., as did my younger sister. I don't think they had to have a teaching credential, certainly not in that private school.

In '27 she was married to Paul Riebe, who is a retired admiral in the navy. He graduated from Cal. They lived all over the world.

Morris: In the navy.

Heard: Yes. So her big activities were in the navy up until the time Paul was stationed here or after his retirement. She's on the American Committee for UNICEF.

[end tape 1, side 1; begin tape 1, side 2]

Heard: My youngest sister, Vivian, lives in Hollywood. Went through the same early years and she graduated from Cal, AB and then MA degree in 1927. Her thesis was "Physical Education for Blind Children." She did volunteer work at the School for the Blind when she was in Cal. Then in '25 she did graduate work at the University of California and practice teaching at University High in Oakland, and physical education part-time for the School for the Blind. And also the Horton School in Oakland--I never heard of them. And she coached tennis at Miss Ransome's.

Then from '25 to '29 she was on the faculty at Cal, instructor in physical education, then two afternoons a week for the blind. Then from '29 to '43 she went to Skidmore, in Saratoga Springs.

Morris: On the staff there?

Heard: Yes. She was assistant professor and then associate professor. Then in the wartime she took leave from Skidmore and she went on the YWCA-USO [United Service Organizations] staff. Not the USO as such, but the YWCA. She was the director of the club in Merced and in Monterey and Carmel and also in Santa Monica. Then from '44 to '46 she was the regional supervisor for the YWCA-USO.

Morris: Did you encourage her, or draft her, or talk her into this job?
No, I don't think so. Because she was at Skidmore and she just wanted to do this herself. She'd never been active in the YWCA, but of course she was a phys. ed. person and that's what would qualify her to be a club director in the USO.

Did she have some of the group work training, or at least orientation, that you talked about?

I'm sure she must have had, although I don't know specifically. Let's see, what was she? [Reading] She was Prytanean, New Sigma Psi, Women's Club Society, Delta Zeta, president of the Women's Athletic Association, president of the Athletic Conference of American College Women for '23 and '24. Los Angeles City College—member of the evaluation committee—health education for Los Angeles schools. Member of the Southern Society on Mental Hygiene and Family Relations, Women's Faculty Club treasurer. In 1953 her avocational (I should underline that word) interest is contract bridge. She's been a Life Master from 1959 on and she's number 2,251 on the Life Master List.

That's pretty good.

Oh, I'll say it is.

Do the four of you play bridge when you're together?

We don't now because Vivian is so far ahead of any of the rest of us and Dorothy, I don't think, ever has been a good player. No, we play other things though. We always play games. I can never remember that we didn't have games or some tournament going. Professor Everett of Brown University—the summer that he was out here I was a reader for him in philosophy. Vivian and I used to go over to Cloynes Court one night a week and he and his wife taught us to play bridge. So that we can blame on Professor Everett. He's Helen Meiklejohn's father. Well, my goodness.

Volunteer activities. The big thing that my sister did was that she got into Camp Fire.

This is still Vivian?

Vivian. She went through the chairs in Camp Fire—regional, national, and so forth. She also got the United Crusade Agency Leadership Award in '68, and she got the same USO award that I got; she got it in '74. Right now she's on the board of directors of the American Contract Bridge League.
But she was president of the Camp Fire Girls in Los Angeles for a year and then she was on the board for fifteen years. Oh, Volunteer Bureau—she's been a board member for that many years and on committees. United Way she's got a citation from, and was many years on various committees. She was vice-president of the Los Angeles USO at the time I was vice-president of San Francisco. She's done a lot of those things.

And then travel. She's done a great deal of traveling. She just came back from a trip around the world again. She's visited fifty or some countries around the world.

That's a busy life. To what do you attribute the kind of dedication and stick-to-itiveness that you and your sisters have?

I think because it was expected of us. In that poem that Jean Williams wrote she said that they (meaning us) did it because their mother made them do it. That's not exactly true. We weren't forced but we were encouraged. And I think we have a certain curiosity, all of us, to do things with people. Not one of us is a solitary operator.

When I first had that serious illness in '64 and couldn't do anything, I thought I would much rather be dead than to go on being a helpless, dependent person. It isn't worth it. When I was in the hospital, a month ago now, I felt the same thing. If I'm going to be so curtailed in my activities that I can't do anything, then I want to call it a day. But fortunately, it's not my sentence. [Laughs]

Well, you certainly made a remarkable recovery from your '64 illness.

Oh, I like to think that nothing happened from the neck up, but from the neck down plenty has.

It doesn't seem to have slowed you down more than two or three percent.

It does. I have pain all the time. I'm very dependent on Bartlett in lots of ways.

Would part of that be the kind of—it sounds as if your father coped with very good humor with the illness that limited his abilities.

You know, that's interesting because I never can remember
Heard: hearing him complain about not being able to do anything, although he certainly wasn't able to do many of the things that he would have liked to keep on doing. But I can't get in or out of boats—I don't go to Echo [Lake] anymore. At Tahoe I'm very restricted. I can't ride in a boat if it's too bumpy for me. There's just an awful lot of things I can't do, but there's plenty I can do, so that's what's good about it. And I have a most understanding husband and had an understanding son.

Well, to go on about my sister Vivian—in 1946 to 1963 she was an instructor in physical education at Los Angeles City College. Her major responsibility was teaching health education with special emphasis on family life education, and she sponsored—or pioneered, I should say—the TV program in family life education that LACC did. I don't know if they still do it.

Morris: It's a community education program?

Heard: Then she retired in '63 and just now has been declared a professor emeritus of LACC.

Pioneering in Family Life Education

Morris: On something like this, family life education, would you and your sister have gotten together and traded ideas on facts in general?

Heard: Oh, I suppose when we've been together we have, but mine was at a much less academic level than hers. I got roped into this at Asilomar when we had a Y-teen conference. Zeda French, the regional YW secretary, said she thought that we needed to do something like that, and the fact that I was married and had two children and all this, seemed to me that I would be acceptable.

Morris: This is also in the late forties?

Heard: No, earlier than that. I must have started this in the thirties. I told you about my experience with Santa Cruz, I think. Anyway, I checked this with a couple of physicians. It was mostly techniques—well, the whole idea of stimulus and response. Say you put a piece of red cloth up to your ear and what happens, and they all look dumfounded because they think, "Well, why is she asking that goofy question." And you
Heard: say, "Well, nothing happens." But put a piece of red cloth up to your eye and what happens? "Well, you see red." Well, then you can go into the whole business of stimulus and response.

One of the stories I often relied on was—I taught dramatics at Head [Anna Head School] for a little while, too. I forgot about that. I had a girl who was very popular, or wanted to be. I think both. They had little cubicles where you could entertain your visiting boyfriend, just sit around under the eye of somebody in the office. She told me that no matter how well she knew a boy, she never came down to talk to him unless she had six interesting things to talk about.

Well, you can make a great deal of emphasis with kids on the difficulties you get into when you run out of conversational devices, and then you get them to list five or six things that are always things you can talk about. But I said, "You don't always bring up Los Angeles when there's a lull in the conversation." You know—this sort of business.

And then actual physiological information. I remember once when we had a doctor come up from Los Angeles and she brought up a replica.

Morris: A model?

Heard: A model of the female reproductive organs. One girl fainted in the class. Half of them got into hysterics, so we let this woman go home and I took over. That was just how wild it was, and there were all these superstitions about the menstrual period. It's really sad—it still goes on.

Dr. Roth and I were discussing this back in 1950 at the time of the first White House conference we both went to. He had written a book. I have it up at the lake [Tahoe]. Laurie said the other day, "How out of date that is."

And I said, "I know it, but at that time that was revolutionary." To give any information, I told you that when I was in Berkeley I started the education for marriage course at the University of California YWCA before they had it on the campus.

Morris: Did you get static about that from the community or the faculty?

Heard: No, no. I think the fact that the University began shortly too—I think Dr. Romelda Mead was the first person on the campus who gave a course in what the boys called "Smut I," on
Heard: family life education. How detailed it is now, I don't know.

One of the things I wanted to tell about was the YWCA convention in Philadelphia, in 1932. I was on the committee in the national board called Family Life. Dean Hawkes (her husband was at Columbia but she was at Mills for a while) was on that committee, and some other people whose names you might know. But anyway, that was at the time that that film called "Birth of a Baby" was developed. Our committee decided that we would show this film in a smaller room at the Philadelphia convention.

Mrs. Hawkes and I were standing at the door, and I'm telling you, we practically were killed in the rush to get into that room. All in the world that it was about was that you could hear the heartbeat of the embryo in the womb. It wasn't anything like the actual birth or anything of that sort as one would do now. But that was revolutionary, and our Family Life Education Committee were really pioneers in that little enterprise.

Morris: Did Cal, when you and your sisters were undergraduates, require any kind of a course in anything approaching human physiology or female reproductive behavior?

Heard: We didn't have anything that I know of. The only thing that was required of us was during the war when you had to take either Red Cross or the course Agnes Faye Morgan had in food and I took that.

Meeting Bartlett Heard

Heard: In the second year I was here I met Bartlett, so that changed my attitude about going back to Boston. I'm sure that one of the things that attracted me to him in the first place was that he was from Boston.

Morris: He hadn't lived in Boston for some time, had he?

Heard: Not since he was six years old. No, he never lived in Boston, but some of his family background goes back to the Mayflower. That's why I've gotten so discouraged in trying to trace ancestors. The Heard line I've got down pretty well. But Bartlett's mother's family line, Pitkin, I am absolutely dizzy about because Bartlett's father and mother are distantly
Heard: related. Bartlett's grandmother was Lucy Howard Bancroft. The Pitkin family is related to the William Pitkin was the governor of Connecticut. The Bradford part of the family is a Governor Bradford of Massachusetts. I've got a book this thick I've tried to trace through and I've just gotten as far as Bartlett's grandfather, his mother's father, marrying a Pitkin. And right there it stops. There are no Bartlett line heirs except Bartlett's cousin who is no longer living. I guess the son of this cousin is still living, but we have not known them. They live in Vermont, I think.

Morris: Would they have any other family records?

Heard: I'm sure they don't have. Mr. Wallace, of Northern Trust in Chicago, told me at the time of Miss Bartlett's death that he was going to write a story on the Bartlett family but I don't think he's ever gotten around to it. But you can just get lost in these interrelationships. It doesn't really seem worth it unless you're interested. We've got six or eight Heard coats of arms, and any one of them—well, I know which one the family has used. It's not worth the time it would take to do that to me. Maybe if I lived in Boston now I would.

Morris: How did you and Mr. Heard become acquainted? Did you take a course together, or something like that?

Heard: No, no. One of the men in this group of sixteen in our high school in Tacoma, Melvin Jacobus, was a fraternity brother and he introduced me to Bartlett.

Morris: Had he come to Berkeley directly from Tacoma?

Heard: Yes, he was in Berkeley—in college here.

Morris: So that you already knew some people here when you decided?

Heard: No, he was the only person that I knew, really. No, I don't believe we knew anybody. I think I mentioned to you that Bartlett's father and mother and Bartlett were going to go to England in 1921 to the World Cotton Conference. We were engaged at this time and they invited me to go along. But Bartlett and I didn't want to go unless we were married. He was already back in Phoenix. We agreed to meet in Lake Geneva [Wisconsin], where his grandfather had this absolutely fabulous place. So that's why we were married in Wisconsin. One of my doctor uncles and his wife from Springfield came up to represent me—to give me away.
Morris: This was all put together so quickly that your parents didn't get to go?

Heard: It was just a one day through, and on to Europe.

Morris: Now that's very unusual, isn't it, for the twenties? Weddings in those days—a big fuss was made about it, wasn't it?

Heard: I don't know because I don't think we wanted any big do. I certainly didn't want to go to Phoenix and be married. My parents were living in the flat at that time—that wasn't exactly the place. So it just seemed to work out conveniently for everybody to do it that way.

Morris: I'm interested that you found time in this twenty-one unit course schedule to not only meet Bartlett but to get to know him well enough to know that you wanted to marry him.

Heard: That's true. I suppose that one of the great things we had in common was theater. We both loved theater. We went to lots of plays and things like that. Then we were both taking astronomy, so we could go and look at the stars. [Laughs]

Morris: That sounds like a very romantic kind of experience.

Heard: Yes. I don't know; we just have common values. I think that's probably the main thing. Bartlett is a person of absolute integrity. I can't imagine him doing a crooked business deal or anything in the least questionable.

Morris: And this was evident even as a young man?

Heard: Oh, I think he had been around. You can tell about a person. I don't know that you have to have ESP, although I know I have that to a degree.

Comments on Extrasensory Perception

Morris: When did you first become aware of having ESP?

Heard: Well, several times in my life. One time, when Mrs. Heard was dying, we went over to Phoenix, although she didn't want either of us to come—but we were both there. The doctor said to me one day, this was in March, 'I don't understand what's keeping her alive. She should have been gone days ago.' And
I said, "She has her clock set for March 14." Because that was the date on which Mr. Heard died.

We were at the house and at eleven-thirty the doctor phoned us and said, "Come on down." We went down. At two minutes after twelve she was gone. I went over to her and I said, "You made it."

That's a remarkable kind of will power on her part and transfer to you.

Oh, she was a strong little person.

And I knew that we were not going to have our fiftieth anniversary party that Brad and Barbara were planning for us. Brad and I really said goodbye to each other—I didn't know that he was going to be killed, I can't say that, but I knew we were not going to have that party. It happened on Saturday—the invitations were going out the following Monday. I'm a little afraid of my ability in this field.

If it's always been related to death.

No, it hasn't. I know lots of other times. But I think I could get, maybe, too involved.

Do you think it's a skill that could be developed? In other words, if you relied on it, it would strengthen?

I think I could develop it. Curiously, I suppose it started when I was in Boston. I lived in a kind of a boarding house one winter and an elderly woman, Mrs. Yates (whose son-in-law was the dean at MIT) was doing experiments in Ouija boards, crystal balls—all kinds of extra-sensory things—and she got me interested in this. I wasn't very good on the crystal ball but I was a whiz on the Ouija board.

That was a brand new kind of a demonstration.

A brand new thing. I think you can really get dependent on something like this if you let yourself, I have a feeling. So I don't go in for palmistry or any of those things.

Does it have any connection with the kinds of insights that go with working with the theater?

I don't think so. Well, maybe it does, but I never analyzed
Heard: it to that point. I'm not sure. I think it has a lot to do with getting along in groups, though.

Morris: You mean intuitions?

Heard: Intuitions. You can relate to people. You can sense atmospheres. Maybe that's partly skill you develop over the years in how to make an intelligent comment at the right moment, or something.

Morris: Have you come to expect or rely on those kinds of feelings in working with organizations?

Heard: No, I have not. I don't encourage them.

Morris: In yourself?

Heard: No. But I'm sure I'm an intuitive person in many ways. That can be developed, too. All kinds of things over the years that I've been involved in.

Morris: Anybody else in your family, either your generation or earlier?

Heard: Not that I know of. My mother was interested in theosophy at one time, but not as a life work or anything. No, not that I know of; I'm sure none of my sisters are. So I think it might have been this Boston experience that kind of opened my mind to what these were all about.

Morris: Was the Boston research an extensive kind of a study that's kept on over the years?

Heard: I have no idea. This was, heavens, back in 1917, you know. I don't know if MIT still goes in for it, but Duke does, and various other centers. I don't know whether Berkeley does anything or not.

Morris: I don't know that Berkeley does, but Stanford Research Institute is doing quite a lot now.

Heard: Oh, Stanford, yes. Of course, Terman at Stanford started all kinds of things.

Morris: As an offshoot of his personality studies? Well, if other examples come up as we go along they'd be interesting to add. There is a tradition that in some Scottish families there is the gift of second sight. I wondered if you had any knowledge of that in your family?
Heard: I don't think so. If I knew the Curry side or the Harris side, I might find something of interest, but I don't know much about that. And I'm not going to spend my time finding out.

[end tape 1, side 2]
III BARTLETT HEARD RECOLLECTIONS: PART 1

[Interview 2: September 24 1976]
[begin tape 2, side 1]

From Massachusetts to Arizona

Morris: Your family came from England, Mr. Heard?

Bartlett Heard: Yes, they came from England. They came on the "Ann"--the first ones. They lived in Massachusetts and Connecticut, I guess, too. My mother was a Pitkin. And the Bartletts and the Heards were related through the maternal side.

Winifred Heard: Yes, the Pitkin side of the family is all Connecticut, Massachusetts, Governor Bradford. Mrs. Morris has that ancestral chart that I did.

Morris: And that very nice summary of family history.

W. Heard: So just start with your birth in Wayland.

B. Heard: The Heard house in Wayland was a hundred years old when I was born. My father inherited it. His father had died very early of tuberculosis, when my father was in high school. He finished high school, but that was all he was able to do and then he had to go to work. He went to Chicago where he went to work for a wholesale hardware jobber (Hibbard-Spencer-Bartlett) through the Midwest. He worked very hard and got to be the head of the credit department for the Midwest.

Morris: So he would have been traveling in the Far West?

B. Heard: Not much in the Far West. But then he overworked and got tuberculosis. He married May Pitkin Bartlett in 1893. He then had a breakdown in 1894. So they went out to Texas--traveled all through Texas, with a horse and buggy.
Morris: Took his wife with him?

B. Heard: Yes, and carried samples of the things that the store carried and did some selling. But this was quite a trip in 1894 through Texas--several months, I think, they spent. On their way to California they came through Phoenix and decided to stop on the way back. They did stop on the way back and decided that this was the place to live.

Morris: Did they ever tell you tales of their travels and some of their adventures?

B. Heard: We have letters that he wrote to his aunt.

W. Heard: Dr. Johnson has those.*

Morris: Why did they prefer Phoenix to California?

B. Heard: Well, Phoenix was very, very young and the climate he thought would be better because of his tuberculosis.

W. Heard: That's where everybody went for TB in those days.

B. Heard: They bought a forty-acre ranch out west of town right away. Then they commuted back and forth between Massachusetts and Arizona.

Morris: Even while he was working in Chicago?

B. Heard: No, no. He didn't ever go back to Chicago, although he wanted to--thought he would. But he never went back. He got interested in Arizona; it was a young country, ready to develop, and he figured that this was opportunity. And, of course, his father-in-law, Mr. A. C. Bartlett, was interested in, and helped with, buying some of the real estate that they bought.

Morris: Mr. Bartlett stayed in Chicago.

*Professor Wesley G. Johnson, director of the Bicentennial project on the early years of Phoenix, Arizona. The oral history component includes extensive interviews with Bartlett Heard on his family's considerable role in the development of the region.
B. Heard: He stayed in Chicago. He was the president of the firm.

I was born in the middle of a snow storm, December 17, 1898. They had gone back to Wayland, apparently to have me born in Massachusetts, as far as I can make out. Because, you see, they were in Phoenix in the winter time—or several miles out of Phoenix—and then they would go back to Wayland in the summer.

Morris: That would make sense in the normal course of things.

B. Heard: But they were back there in December when I was born. We commuted back and forth until I was seven years old, every year, five days on the train.

Morris: That must have been quite an experience for a small boy.

B. Heard: Oh, yes. Finally, mother rebelled. She said she wouldn't keep house in Phoenix in the winter time and back there in the summer, so then they quit and rented the house.

Morris: Was there something special about Wayland, or the Wayland house, that your father liked going back to every year?

B. Heard: Well, it was in the family for a hundred years. His father was in the grocery business for a large firm in Boston.

W. Heard: But his Aunt Emily owned the house originally. When your father inherited it, at her death, he moved it from low down in the town up onto the hill and enlarged it.

Morris: That's quite an undertaking—to move one of those colonial houses.

W. Heard: Oh, he was considered very, very radical.

B. Heard: He was interested in real estate development from the very beginning. He had a little subdivision going (we have a pamphlet on it)—on the village green he was selling lots. And he also had some civic interest. They were instrumental in working for a boys' camp for underprivileged boys in Boston who used to come out there.

W. Heard: Three years they ran that—three summers.

B. Heard: He was interested in the possibilities of developing in the Salt River Valley, which is Phoenix. Of course, at that time there was only the very primitive water supply and so he became interested in reclamation, and worked very hard for the passing
B. Heard: of the Reclamation Act. That's how he got to know President Theodore Roosevelt.

Morris: Did your father travel back to Washington on this issue?

B. Heard: Oh, yes. He rode horseback up to the site of the dam and was instrumental in locating where the dam was to be built. He was a water commissioner and so forth.

Morris: Did you ever go along on some of these trips?

B. Heard: Not at that time.

Morris: You would have been a very small boy then.

B. Heard: That's right. The dam was started in 1905. And then Mr. Roosevelt came and dedicated it in 1911.

Morris: Is that the subject of the pictures? There are two or three pictures of Mr. Roosevelt, looks like your father and mother with him, and a marvelous big marquee out in the field.

B. Heard: You mean for a meeting?

Morris: It looks like a big reception.

B. Heard: Oh, no. This was when he was running for president on the Progressive ticket in 1912. He came and stayed at the house, and we have pictures of him coming out of the house.

Morris: Yes, Mrs. Heard gave me copies of those. They're good pictures.

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Ranching in Arizona

B. Heard: Well, first they bought the forty acre ranch. Then very soon after that, with Mr. Bartlett, they bought about seven thousand acres on the south side, which was under an old canal. That is what was developed as the Bartlett-Heard Land and Cattle Company. We still have some four hundred acres.

Morris: So that was largely not subdivided?

B. Heard: Well, no—it was subdivided over the years.

W. Heard: Originally it was a cattle ranch.
B. Heard: He raised registered bulls to improve the range cattle. We had an ostrich farm. We cooperated with the government in bringing in dates from the Near East. And we had citrus fruits, grapes. It started out as a cattle ranch, but it was changing.

Then with Mr. Bartlett's interest—he was the director of the Santa Fe, and National Bank of Chicago, and Northern Trust Company—Father was able to get Chicago money out there to loan to two of the ranchers. At that time the interest rate was fifteen percent, and he advertised that he would loan money at eight. Other people told him that if he wanted to stay healthy, the rate was fifteen percent.

Morris: That was quite a risk on his part, aside from the fact that other bankers would not like it. But eight percent—would he be afraid he would lose money on that?

B. Heard: No, no. This was the going rate in Chicago, but it wasn't the going rate out in Arizona.

W. Heard: He also researched his loans perhaps a little more.

B. Heard: Oh, yes. He never made a foreclosure. Of course, the country was developing and so forth. But the main thing that happened was that through the work of many people, including my father, they got the Reclamation Act passed and got the dam that made it possible to develop the country. Because before that every year there was a flood—it would wash out the dams and there would be nothing.

Morris: That wasn't just a legislative idea, was it? Did they have any contact with engineers or geologists on the need for reclamation and how it might be done?

B. Heard: Oh, sure. The first major project under the Reclamation Act was the Theodore Roosevelt Dam.

Morris: In Arizona?

B. Heard: In Arizona.

W. Heard: No, not just in Arizona. You mean under the Act nationally.

Morris: Yes, but the first thing that they did under the Act was to build the Arizona dam.

B. Heard: The development at Tahoe was actually the first, but there was no real dam, big dam—there was just a weir there. It's the
B. Heard: first real large project under the Reclamation Act.

Morris: Who were the senators and congressmen from Arizona?

B. Heard: At that time? Arizona was a territory. Arizona didn't become a state until 1912, Valentine's Day.

W. Heard: One of the things that Bartlett's father was chiefly instrumental in achieving was admitting Arizona as a separate state and not part of New Mexico. Jointly with New Mexico.

B. Heard: There was a big fight on that.

W. Heard: He has documents of his father being chairman of a commission that went to Washington and lobbied on this and so forth.

B. Heard: So he was interested from the very beginning in the development of the country and loaning money to farmers to develop.

Morris: Did that also mean to encourage more people to come and settle in Arizona?

B. Heard: Oh, yes. Then 1912 was the year that Theodore Roosevelt was going to run again for president. In 1908 he supported Taft. Taft was much more reactionary than Father thought, so he wanted Roosevelt to run for president. Father went back to the convention in 1912 as a delegate. And I went along with him and sat next to McCutcheon, a cartoonist who did the political cartoons.

The delegation that favored Roosevelt was thrown out in the credentials committee. So Father came back to Arizona and then returned to Washington, D.C., and was at the Progressive convention where Teddy Roosevelt was nominated for president and Hiram Johnson for vice-president. Then Father came back to Phoenix and bought this little country paper, the Arizona Republican, to have a paper in Arizona to support Teddy Roosevelt. Then Teddy came out and campaigned there and you have the pictures of him. We have quite a few letters and telegrams and so forth from Mr. Roosevelt.

Morris: As a small boy, how much were you a part of all this? Did you sit in on any of the meetings?

B. Heard: Well, I went to the convention, but no, just an observer.

W. Heard: You were a page, though.

B. Heard: Well, that was in 1920.

Morris: I was thinking in general. Did your father and grandfather talk
Morris: about their plans for Arizona and their plans for business at the supper table?

B. Heard: My grandfather was only there occasionally. He was Chicago-based all the time.

W. Heard: Or traveling.

Traveling

B. Heard: There was a lot of travel. As a matter of fact, my mother and father traveled with him down to Egypt and out to the end of the Sudan in 1892. Isn't it '92?

W. Heard: Yes. That's when they got engaged.

B. Heard: My grandfather didn't have very good health and every once in a while he would have to go on a trip where he would get away from the pressure. Father was elected, usually, to go with him, and this time my mother went too, and they went clear up into the Sudan.

Morris: That was a very rugged trip.

B. Heard: Yes, it was.

W. Heard: Not the way that they did it. We have the agreement with Cook & Company--how many servants they can have, how many visitors they can have, when they can have them, what they can charge for meals when visitors come, and so forth--what a real swank Cook's tour!

B. Heard: They were pretty well organized, even back there.

Morris: Tell me about a young lady traveling with a gentleman to whom she was not yet engaged. Did she have a chaperone?

B. Heard: Well, her father was along.

W. Heard: It was Mr. Bartlett, Miss Bartlett, and Mr. Dwight Heard.

Morris: That's marvelous.

B. Heard: Then they went again in 1924 and '25, when Father was looking into the long staple cotton situation in Egypt and the Sudan.
B. Heard: And that's what this book is about, *Letters from Egypt.*

W. Heard: Which you can have if you want it. Mr. Johnson has one.

Morris: I'd be fascinated to read it.*

Morris: In other words, when he was doing his world travels, he also had an eye out for things that might be a good economic venture in the United States.

B. Heard: Oh, yes. We went with them to Europe on our honeymoon when we attended the World Cotton Conference in Manchester. Then Father had to fly back because there was a bill in Congress that was going to lower the tariff on cotton [laughing], and he was opposed to that.

And we spent a lot of time traveling through Connecticut and up through the mills. He would be promoting the Arizona long staple cotton at that time for use in tires—the cord tire. He spent a great deal of time in working on different things which took him to other parts of the country. He was very active in the fight to get a fair share of the water from the Colorado for Arizona and from the power revenue.

Morris: This was in later years when California began to want water?

B. Heard: That's right.

Morris: I was going to ask you about that. Did you have brothers and sisters?

B. Heard: No, not that lived.

Morris: Did that mean you got to spend a fair amount of time with your father?

B. Heard: Mostly in the summertime. We always liked to go someplace to fish; he was a great fisherman. Their schedule was to go to Europe every third year. So we went to Europe in 1908, and I was dragged around the museums and cathedrals.

W. Heard: He got an aversion [laughter], which I haven't been able to correct.

*Copy in Heard papers in The Bancroft Library.*
B. Heard: Then we went to Europe in 1911, and this was very interesting because there was all sorts of agitation because of a possible war coming on at that time.

Morris: That soon?

B. Heard: That soon. Oh, yes. It was also the time of the coronation of the Prince of Wales, Edward the Eighth. We were fortunate in getting to attend that up at Caernarvon Castle. Very few Americans were.

Morris: I can imagine that. What kind of a spectacle was that?

B. Heard: Oh, it was tremendous. Caernarvon Castle is a great big castle with a tremendous courtyard, and the Welsh Choir came and sang, and, of course, the costuming and everything.

So we went in 1911, and then, of course, the war came along, so we didn't go again until our honeymoon in '21.

Morris: You did quite a bit of traveling yourself while you were growing up.

B. Heard: Oh, yes.

W. Heard: Every summer.

Morris: Did you go on the fishing trips with your father?

B. Heard: Oh, yes.

Morris: Whereabouts was good fishing in Arizona?

B. Heard: All the way from Maine to Catalina to Michigan—all over.

W. Heard: Oregon—what was the name of that creek?

B. Heard: Spring Creek in Oregon, up by Crater Lake.

W. Heard: That was in 1907, right after the earthquake in San Francisco.

Morris: Did you develop a fondness for fishing yourself?

B. Heard: Up to a point, yes.

W. Heard: He can take it or leave it.

Morris: Well, sometimes you do something because somebody you want to be
Morris: with wants to do it. It may not be your own favorite thing,

B. Heard: No, I enjoy fishing very much, but I think I got fished out. Then I got into other things with the family. The last time we really went fishing was right after Brad was born in 1925 and we caught a big swordfish down there.

W. Heard: In Catalina, Bartlett got the button for catching—Bartlett was a better fisherman than his father. I think that was one reason that you didn't keep competing.

B. Heard: Well, we had very nice fishing up in Campbell River, up on Vancouver Island.

W. Heard: Oh, yes.

B. Heard: We didn't go around with them very much except to Honolulu in '24.

W. Heard: And then we went to Campbell River in '23.

B. Heard: It was the year of the Berkeley fire.

W. Heard: You see, Bartlett's father died in '29 and we moved over here in '24.

Cultural, Business, and Political Interests in Phoenix

B. Heard: Well, I don't know how much you're interested in the things that were done there. You know about the Heard Museum.

Morris: That started with your parents, did it not?

B. Heard: Oh, yes. Winifred is responsible for that. She told them the house was getting all cluttered up with stuff. [Laughter]

W. Heard: We had not only all these family colonial things that came from Wayland, but also things the family had collected way back when they first went to Egypt—for example, on that trip Bartlett told you about. Then when they came to Arizona they became interested in the Indian things and had a dig. What was it called?

B. Heard: La Ciudad.

W. Heard: La Ciudad. I think they were born collectors. Probably the Bartlett family was because Mrs. Heard's father had a good many things. And then her brother was an artist and he collected
W. Heard: paintings all over the world, in addition to producing a great many notable ones himself.

When they were in Arizona, they had surplus funds so that they could collect, and things were very inexpensive in those days. So, in the house—they had a guest house and a house, plus a few other things around the grounds.

Morris: Now, this is on the ranch outside of town?

B. Heard: No, no.

W. Heard: The house in Phoenix.

B. Heard: This was built about 1902, I think.

W. Heard: Casa Blanca.

B. Heard: Mr. Bartlett bought 160 acres on Central Avenue and McDowell, which is where the public library and the art museum are now.

Morris: He picked his acres well, didn't he?

B. Heard: Well, the Bartlett family gave the land for a civic center. And after my mother's father died, the heirs did this. This was one of the developments that my father did—residential development. Ten acres of it, at one time up to twenty acres of it, was where we lived.

It was a fairly good sized house, a big house, but when we first moved in there it was nothing but alfalfa fields all around. Now, of course, it's built up with a thirteen-story tower on the site where the house was.

Morris: As a young boy, with that kind of land around, did you ride horseback?

B. Heard: Oh, sure. We used to ride to school.

Morris: Keeping your own horses and taking care of them—was that part of growing up in Arizona?

B. Heard: Oh, yes. They had cows and chickens and turkeys and ducks till the neighbors finally protested.

W. Heard: Even up as late as after Brad and Helen were born and we took them over there, they used to go out with their silver mugs and have the man who was milking give them fresh milk right in their cups.
W. Heard: To go back to how the museum started. When I came into the family in '21, the house was just so crammed full of things that Mrs. Heard and I were talking one day about what to do with them, and she was saying that she would sort of like to build a small building to put them in. I said, "Why don't you?" She felt that this was a little presumptuous, but I urged her on; and so that's how the Heard Museum started and why it was on the grounds. Of course, it's been enlarged a great deal since that time and financed through a board of directors, although the Heard family has set up trusts which contribute a great deal. Then the newspaper was sold some years ago.

B. Heard: Somewhere in the fifties, I think. The paper that Father bought in 1912—they didn't know anything about running a newspaper at all. But it turned out to be one of his best investments.

Morris: How did it happen to turn out to be a good investment?

B. Heard: Well, the country was growing—it was the newspaper in the town. And then they bought out the competition [laughter], and they had the Gazette, too. But Father had the idea that the people in an organization like that should own it. The price of the stock was set at a fairly low price, so that when anybody left or died the employees could buy it back. So when Father died in 1929 his stock was sold back to the company and the other employees bought it, including my mother who was still active in the paper.

Morris: Was she? What kind of a role did she take in the paper?

B. Heard: Well, policy role. And, also, for many years she had the quotations in the editorial page every day.

W. Heard: Yes, we used to ponder over Bartlett's Book of Quotations and the Bible and various things to take out quotations for the paper.

Morris: Sharing the ownership with the employees is an unusual idea still, isn't it? It sounds like a sort of cooperative. Did your father have any special reasons why he thought that was a good idea?

B. Heard: Well, it's just an incentive. It's something like Mr. Lincoln did with the Lincoln Electric—very successful because the employees have a stake in the success of the company.

Morris: Do you recall if he used to talk at all about the Progressive political ideas?—if he was in favor of them as well as Mr. Roosevelt?

B. Heard: Oh, yes. Sure.
W. Heard: That's why he bought the paper.

Morris: Yes, but they seem to have a good relationship on the Reclamation Act.

B. Heard: Yes. You see, the Republican party in Arizona was a pretty sorry group, because Arizona's a southern state and the only people that were Republican leaders were mostly ones that were out for what they could get out of it. It was only through appointments in Washington that there was very much there. The Republican party was not a very representative sort of party, and that's why the split to the Progressive party.

Then Father came back into the Republican party and supported Republican candidates in '20 and '24 before he died.

Discovering Indians and Photography

Morris: There was one other question I was interested in, going back to the museum and the Indian artifacts. How much were you aware of Indians as a youngster growing up?

B. Heard: Oh, very much. There was a big Indian school--the school is still there.

Morris: Run by the Bureau of Indian Affairs?

B. Heard: Oh, yes. And then there are Indian reservations all around Phoenix. On the ranch we had two or three prehistoric mounds. You see, the prehistoric Indians developed agriculture and irrigation and they had a system of canals that some of the present day canals more or less follow. They didn't have any storage, but they were an agricultural people. They had these adobe villages all over the place and they were full of artifacts--we had them on the ranch and we knew about it from there.

One of the projects that my father went into was to get a bridge across the Salt River, because when the Salt River was in flood there was no communication to the south side. So he organized a community effort and donated the money, and got the Indians involved. They gave their labor and their horses and teams that they used to bring in mesquite wood from the reservation into Phoenix, and they worked on this. We had a big pow-wow out on the front lawn, I remember.
Morris: Were you old enough to sit in on it? In the Indian culture don't you have to be a certain age to participate in important events?

B. Heard: Well, no. You look at these pictures of the snake dance that we have, and the little kids about eight or ten are carrying these snakes in their mouths.

Morris: Good heavens! Did you ever get to play with any of the Indian young people?

B. Heard: No, they were pretty well segregated. The Indians did not go to public schools. They went to the Indian school. The only contact we had was through athletics; in high school the big game was with the Indian school.

Morris: Who would win, normally?

B. Heard: I don't really remember; we won sometimes and they won sometimes. They were pretty good.

Morris: It sounds as if at that time the Indians and the white people got along pretty well together and divided labor.

B. Heard: It was very much divided, though. There were very few Indians that had any good jobs.

W. Heard: Or Negroes.

Morris: Were there many Negroes in the Arizona Territory?

B. Heard: Not too many at that time. They were limited to being porters and bargers—all the bargers in Phoenix were Negroes.

W. Heard: They had a separate high school.

Morris: There were enough Negroes to have a separate school?

W. Heard: I think they had one or two rooms to begin with, and eventually, by the time I came there, they had a separate high school. Well, Arizona's a southern state, as Bartlett said.

Morris: Mostly settled by southerners?

W. Heard: In attitudes.

B. Heard: Southerners and a large Mexican population, too.
Morris: And that would go back to territorial days?

B. Heard: To the Spanish days—way back. Coronado came in there in 1540, or something like that. The Spaniards were there very early, and the Mexicans, too.

W. Heard: And the missions go back to those days.

B. Heard: The missions in Arizona are much older than the California missions.

Morris: Yes, the line was through Arizona on over to New Mexico and California, wasn't it?

B. Heard: Anza was the first one who really came across—they came around the other way. But San Diego wasn't developed till long after the missions in Arizona.

There are a great many different tribes in Arizona with different reservations, and they are very different types of Indians.

W. Heard: That's what makes collecting so fascinating.

Morris: I would think so. It sounds like you made some study of that yourself.

B. Heard: No, not as much as I would like to, no.

W. Heard: But he knows a lot.

B. Heard: We collected on this trip we made in 1914, up to the snake dance. We were gone a whole month up in northern Arizona, through Canyon de Chelly, through the Apache country and the Navajo country and the Hopi country. We collected blankets and whatnot. Up in these canyons in the prehistoric cliff dwellings at that time there were still burials that had not been excavated. Some of the things that we have in the Heard Museum came out of those canyons.

Morris: You said that you participated in a dig at one point—where was it?

B. Heard: This was down in Phoenix just by St. Luke's Tubercular Sanitarium, which was another interest that the family had. It started out very small—little cottages. This Indian mound was behind it and the family bought it.
Morris: Did you know it was an Indian mound?

B. Heard: Oh, sure. You can tell an Indian mound. They are mounds, you see.

W. Heard: It's in Indian country, for one thing.

B. Heard: It's a flat country. You just don't get a thing like that sticking up if it wasn't put there by somebody.

Morris: So the family decided to have it excavated?

B. Heard: Yes. There was a young archeologist there and they opened it up so people could go through it. But that's been taken over now by the hospital, and that's St. Luke's parking lot.

W. Heard: All the valuables have been taken out—it's been leveled off.

Morris: But for a while you could actually go through the tunnels in it. That must have been fascinating. Did you help at all on the digging out and the finding?

B. Heard: No, I wasn't involved in that. I was away at school at that time.

Morris: Tell me about your discovering photography. I gather that your photographs of that Indian snake dance are still the record of the event. You must have been a pretty good photographer.

B. Heard: Well, Father took most of those.

W. Heard: This is for you [handing something to Morris].* I had it copied.

Morris: Oh, marvelous. You had to actually get a permit?

B. Heard: No, they call that the "moki"—they used to call it that. Hopi is the real name of it.

W. Heard: There's an explanation of the dance numbers which we just did this week.

Morris: So you went equipped to photograph the whole ceremony?

* Snake dance photographs taken in 1914, In Heard papers in the Bancroft Library.
B. Heard: Oh, yes.

W. Heard: Bartlett has never gone anywhere without being equipped to photograph everything, including all of the sunsets out of a plane window.

Morris: Tell me about your first camera.

W. Heard: He was born with one.

B. Heard: Well, let's see. I had some very good pictures of our trip to Europe in 1911--I would be twelve years old there. One of the trips we took with my Grandfather Bartlett and my Aunt Florence was down to Panama in 1912, and the Panama Canal was being built. We went all through the Culebra Cut when they were building it. And I took pictures of Old Panama and so forth. When I was in high school a friend and I used to have a little camera developing deal.

Morris: You did your own developing and printing?

B. Heard: I had a dark room on the grounds and we used to do enlarging and so forth.

Morris: I wondered, since you had a newspaper in the family, if maybe some of the people from the paper gave you some advice and assistance. Was that part of your original interest in photography?

B. Heard: No, it wasn't, really. I don't really remember when we first started. At one time I remember having one of these large professional cameras that are used as an enlarger.

Morris: With the ground glass plates in it?

B. Heard: Oh, yes.

W. Heard: We had a darkroom in our house in Berkeley, too.

B. Heard: That's right.

Morris: Do you follow the developments--there've been a lot of developments in photographic technique and in cameras over the years. Have you kept up with those kinds of things?

B. Heard: Up to a point, but I'm an old-fashioned guy. I like to have the camera with a light meter and know what I'm doing, and not depend on all these gadgets that don't work when the batteries run down.
Morris: You like to be in control.

W. Heard: Well, I think one of the reasons that Photo and Sound Company evolved was because of your interest in that type of activity.
IV  PREP SCHOOL AND COLLEGE YEARS

World War I and Decision to Enroll at the University of California at Berkeley

Morris: You said that you went away to school. Why did you decide to come over to the University of California instead of going back East, with your family ties to Massachusetts?

B. Heard: Well, it's hard to say.

W. Heard: Lucky for me you did.

B. Heard: This was 1918. I came in—it was during the war—in the ROTC, Army Training Corps.

Morris: Did you sign up for Cal first, or did they go together?

B. Heard: They went together. This unit was at California.

W. Heard: Where did you sign up for the unit?

B. Heard: I think back in Washington, D.C.—we were in Washington.

[end tape 2, side 1; begin tape 2, side 2]

Morris: So that as early as 1916 most young men were in the military?

B. Heard: Well, in Canada, of course, sure. There were very few healthy males around there. You see, the war started in 1914. Canada was very active in it.

Morris: Did many of your friends go off to Canada to join up before the United States became actively involved?

B. Heard: Not that I know of. I don't think there was anything like that. Do you know of anything like that?
W. Heard: Well, it was more from the East. I had a number of friends, Harvard men, that went off--different colleges, I think, around there. There were Canadian students, for one thing, in the eastern colleges much more than out here. It didn't make a big devastation. It wasn't a big exodus out of the colleges. But I remember this particular friend whose brother was killed and she left, and then other people began drifting off because of tragedies that happened in their families.

Morris: When you were in Canada on that fishing trip, for instance, did you expect the United States would become involved actively?

B. Heard: Well, don't forget Mr. Wilson was elected on the slogan that he kept us out of war, and everybody thought we would continue to stay out; that's how he got elected.

Morris: How did you happen to find out about this officers' training program while you were in Washington?

B. Heard: It would probably be before that. I was eligible for the draft at this point, so when I went through reporting for the draft there was this option--that you go to an army training school at the university. The universities were all doing this, I think.

Morris: So you feel that's why you decided to go to Cal?

B. Heard: Well, we had some friends here, too, in California.

W. Heard: Gage Burmister was here then. They were an old Arizona family and they went to California. What company was Gage with?

B. Heard: Gage was in the investment business. His father was with Bank of Italy, and they were old friends.

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Education in Arizona

B. Heard: One thing, being a product of Phoenix Union High School, the people who went to Stanford usually flunked out in the first semester. It was not what you might call the best academic training that you could get.

W. Heard: One of the big things that changed Bartlett's life, I think, permanently, was that he was lined up to go to Thacher and he didn't want to go.
Morris: To go to Thacher instead of finishing at Phoenix High School? Why didn't you go to Thacher?

W. Heard: He had too good a time being devilish around town at home.

B. Heard: My father had the Republican paper and another friend of mine who was in the same class was the son of the man who owned the Democratic paper. We were good friends and we were on the advertising campaign for the annual. That also figured in with our photography, because we'd get all the pictures that came in from other people and we'd pick out the good ones for the annual.

Morris: Oh, I see. The two of you ran a photo service.

B. Heard: The boy that was with me on the photo end was not the one whose father was head of the other paper. But when we'd go in to get ads for this annual, one being the son of the owner of the Republican paper--

Morris: You really had them in a double bind.

B. Heard: Oh, yes.

Morris: What was your friend's name?

B. Heard: Lloyd Tritle. His grandfather had been one of the territorial governors.

Lloyd Tritle and I were in the same physics class with Frank Luke, who later became an aviator. Frank would come into the class and say, "Where are we?" Because we would do all his work for him. He was a football player and everything else, but he didn't have any interest in school until he got the idea that he wanted to go into the air force. And it just changed him all around. He came back and was a student, he went up, and you know the story, I suppose--the balloon-buster and all.

Morris: No, I don't know the details of it.

W. Heard: He was one of the first aces.

B. Heard: Yes, but he was an individualist. He was actually due for court martial at the time that he was killed. He would fly through this flak and break balloons. We had to do all his work in the physics class, anyway.

Morris: That sounds like quite a dramatic person to have known.
B. Heard: Yes, he was.

W. Heard: Another big adventure you ought to tell about is you and John Latham and your rabbit farm.

B. Heard: Well, we raised rabbits, of course. We had a schedule for the rabbits: they were supposed to have a litter every twenty-eight days, but they didn't always cooperate.

Morris: Were they ahead or behind schedule?

B. Heard: Behind schedule.

Morris: I've never heard that of a rabbit before.

B. Heard: Well, they had to have a little time in between. But then we would sell them to the American Kitchen restaurant, which was run by a Chinaman. He was quite a factor in Phoenix.

Morris: He was? How so?

B. Heard: Well, he was a good citizen. There were quite a few Chinese.

Morris: How had they come to Arizona?

W. Heard: The railroad business, and drifted over—?

B. Heard: Possibly, but they were in the restaurant business mostly.

Morris: Did you and Lloyd Tritle share your fathers' differences of opinion? Did the two of you argue politics?

B. Heard: No, not too much.

Morris: That's an interesting combination. Did he come over here to Cal, too?

B. Heard: No, I don't know where he went. The last I knew of him he was up in Las Vegas as an automobile agent.

Morris: Did any of your particular friends come also to Cal to college?

B. Heard: At that time?

Morris: Yes.

B. Heard: Most of the people from Phoenix used to go to Stanford.
W. Heard: Gage was at California, wasn't he?

B. Heard: Sure, he was a fraternity brother.

W. Heard: And John Latham came over here, but that was later.

B. Heard: I graduated from high school about third in the class, I think it was. But I wouldn't have been able to get into Stanford with it—pretty poor. The people who came from Arizona usually flunked out at Stanford. Some of them, like Charlie Orme, didn't.

W. Heard: But he was an exception.

Morris: Was there yet a University of Arizona?

W. Heard: They never rated very high.

B. Heard: Tempe at that time was just a normal school—it was the Tempe Normal School. It was a teacher's college.

Morris: Why did they call teachers' colleges "normal schools?"

W. Heard: I don't know. My mother graduated from one. I don't know what the derivation of this is.

B. Heard: You asked about the university. The capital of Arizona has jumped around—there's Prescott and Phoenix. Finally it landed in Phoenix. But there was a question about where the university would be. Phoenix wanted the university and Tucson wanted the university. So they made a deal, and Tucson got the university and Phoenix got the insane asylum [laughter].

Morris: Which was the more profitable business venture?

B. Heard: Well, as far as Tucson—the university is Tucson, practically. The tourist business and the university are what keep Tucson going. It's an entirely different community from Phoenix, because Phoenix has got the agricultural base, the manufacturing base, that Tucson doesn't have. Tucson is still a western town, Phoenix is not.

W. Heard: Tucson University, up until fairly recently, was considered a country club. The University of Arizona was, too. People had their own horses and they played around and they had cars. It was a very privileged kind of place in terms of the activities and not too heavy in emphasis on the educational aspects. I think it has changed, but Tempe is really outdistancing them. I wouldn't want to leave our stuff to the University of Arizona.
B. Heard: No. The University of Arizona used to do quite a lot of recruiting of high school people. We used to go down to what they called University Week when we were in high school. They had all sorts of contests and whatnot: athletics and oratorical contests.

Morris: That sounds like fun for high school students.

B. Heard: Oh, yes.

W. Heard: Where else could you have gone? You would have had to come to the West Coast.

B. Heard: Yes, there wasn't anything else in Arizona.

W. Heard: Flagstaff wasn't very big.

Morris: The other logical choice, with eastern roots, is either someplace in Illinois or someplace in Massachusetts. Was there any thought of that?

W. Heard: I think that was ruled out.

B. Heard: No, it's curious, I can't remember much about that. California seemed the logical place to go.

Morris: That's a good enough reason.

**ROTC and Other Courses**

Morris: What kind of things were you studying at the University here?

B. Heard: In the spring of 1919 I was out because of the flu. I went home Christmas and was very ill. So I didn't come back. I had that fall semester in '18 and then the whole year of '20 and '21. So I just had two years.

Morris: That first fall semester, when you were in the officers' training program, was that mostly military studies?

B. Heard: It was a combination. We had Army French.

Morris: Army French. That's lovely.

W. Heard: Didn't you take engineering?

B. Heard: It wasn't officers' training—it was the army training corps.
Morris: Basic training they call it now?

B. Heard: I don't know what you'd call it. The aviators—that was an officers' training. But we were the Student Army Training Corps, I think it was called. It was probably like basic training.

Morris: Did you do military drills and that kind of field work?

B. Heard: Oh, sure. We crawled all over north Berkeley on our stomachs.

Morris: Where John Hinkel Park is now?

B. Heard: That's where we used to have maneuvers—out in there. [Laughter] That's right.

W. Heard: I don't doubt it.

B. Heard: In 1915 there were quite a lot of streets put out in there.

Morris: But there were no houses. It had been subdivided.

B. Heard: Yes, there were just fields. So that was where we had our battles.

Morris: There were rocks and bushes, but nowhere near as many trees as there are now.

B. Heard: No, it was just an open flat.

Morris: That must have been quite an experience. Were there professors or were they military people?

B. Heard: Both. The professors in the University taught us math, language—the French—and I forget what else. And then we had drills and military training.

Morris: When you came back in 1920 and all that was gone, what kind of things did you decide to study?

B. Heard: Starting in the fall of '19 through '20—this was just a general letters and science. We weren't particularly pointed in any direction at that point, except we were taking Econ I, Logic, and a few things of that sort.

Morris: Did anybody particularly impress you?

B. Heard: Well, Winifred and I used to go to the astronomy classes.

W. Heard: That was our joint interest.
B. Heard: We really liked that.

Morris: Oh, now, that's interesting. That's still a very popular course.

B. Heard: Professor Crawford was very good.

Morris: So you'd go out and look at the stars together. That's very romantic.

W. Heard: We still do--up at Tahoe.

B. Heard: Except here you can't see any stars.

Morris: This was sort of a general astronomy course for non-science majors?

W. Heard: You had to take some science.

B. Heard: I remember I was in chemistry for about a week. I had gone through chemistry like nothing down in Phoenix. You know, the freshman coming into the University of California is really up against something if he hasn't had a good foundation.

Morris: I know they say that now.

B. Heard: It was true then. I was out of that chemistry course very fast because I just didn't have what it took--I didn't have the base.

W. Heard: Who did you have--[Professor Joel H.] Hildebrand?

B. Heard: Oh, sure, he was around but I was just starting.

W. Heard: He was so marvelous a teacher.

B. Heard: Well, some of the teachers, like [Herbert E.] Bolton and [Stephen C.] Pepper were here.

W. Heard: In philosophy. And Stephens was here--Henry Morse Stephens. And what's the econ professor's name--he's still living. He's a Berkeley Fellow. Ira Cross. The shaving episode.

Morris: He shaved in class?

W. Heard: No, he had students come and do that. The girls were putting on their makeup in class and this annoyed him very much, so he made some remark about this being the equivalent of boys shaving in class, and the next day some boys came and did it. He's quite feeble now but he's still around. He's retired, of course. He comes to the Berkeley Fellows meeting.
Fraternity Life

Morris: It sounds as if maybe the social life was at least as interesting as the academic life. Was that your feeling?

B. Heard: We didn't have too much social life. I joined the Sigma Phi fraternity—that's how I got to know Winifred. Because a fraternity brother came from Tacoma where Winifred lived, so we went over there one time and met the girls.

Morris: You called upon them at the Osborns' house?

B. Heard: Yes. But we were pretty busy, what with the university and the fraternity and so forth. General Barrows was president at that time. I remember the wedding I attended, in what's now the chancellor's house, when Nan Barrows was married to a fraternity brother of mine. That was in 1921. That house has been there a long time.

Morris: That's the one on the Hearst side of the campus?

B. Heard: That's right. That's where chancellor Al Bowker lives.

Morris: Were most of the men students members of fraternities in those days?

B. Heard: No, I don't think so—about half and half, something like that. The fraternities were stronger than they have been in the last ten years, but they seem to be coming back again now.

W. Heard: The fraternity kept underclassmen pretty busy, too.

B. Heard: That's right.

Morris: What kinds of things did the fraternity require of you?

B. Heard: Oh, they had all sorts of things. Learning the songs and doing all the things you have to do in a fraternity.

Morris: Is there really much of a mysterious, secret ritual?

B. Heard: Oh, I couldn't possibly tell you that. [Laughs]

Morris: I wonder if there was much of it. I know you can't tell me what there was.
B. Heard: Sure.

W. Heard: There were rituals. Let's leave it at that.

   I remember I got so (I won't swear because this is being recorded) mad at one of Bartlett's fraternity brothers. That was in the day when if a freshman stepped on a crack or did something he wasn't supposed to do, they would toss him in a tub. This was the general practice on the campus, and it was very bad. Bartlett, with his allergies and his chest weakness— it was the very worst thing that anyone could have done to him. I got very annoyed with this—complained loudly to Bill Donald, a fraternity brother of ours. They finally stopped this practice.

B. Heard: I had a certain amount of problems because of a family background. When I was a small boy Mother used to dress me up.

Morris: With ruffles and curls?

B. Heard: Yes.

W. Heard: Not quite.

B. Heard: I had a pony with a cart and a nurse, and one time a man came into my father's office and said, "I saw your little girl driving down the street." The next day I was in the barber shop. But I had these most awful clothes, and it was in a rural atmosphere. The first time I took my lunch to school with the fried chicken and the rest of it— I took my lunch once and that was the end of it.

W. Heard: Then he had to make up some excuse for walking home or riding his pony.

B. Heard: Or bicycling home.

Morris: Because your lunch was so much different from other children's?

B. Heard: That's right. And the clothes and everything else. The reason that I bring this up was that in the fraternity— this was while they were still raising chickens at home. So Mother used to have a collapsible thing that would hold, I think, twelve dozen eggs and she would send this up to the fraternity house. The boys would open it up and put eggs in my bed.

W. Heard: And Bartlett had a car— one of the few. There were things that set him apart.

Morris: Did you find that difficult?
B. Heard: I didn't have much to do with the car. The brothers had it most of the time.

Morris: Yes, I should think that in some ways it would make you the center of a great deal of attention.

W. Heard: Sometimes the wrong kind.

B. Heard: I don't think you'd say I had a very normal life because of this. And because I had two very serious illnesses when I was quite young.

Morris: Before the flu incident?

B. Heard: Oh, yes.

W. Heard: In Phoenix.

B. Heard: One was an accident. It was on a school picnic and I was younger than any of the others. We climbed Squaw Peak and one of the boys loosened a rock and it hit me on the head and knocked me down about seventy-five feet. I ended up in a choya cactus, and I had horrible blood poisoning. When Winifred first went to Phoenix everybody wanted to tell her about the time I fell down Squaw Peak.

W. Heard: He's still got scars on his head. That was before antibiotics and he barely survived that.

B. Heard: And one time we were in Long Beach, at the hotel down there, and I got typhoid and I nearly died then.

Morris: Before they had the innoculations for that.

B. Heard: So I didn't have exactly what you might call a normal childhood.

W. Heard: Well, and being an only child.

B. Heard: That's right.

W. Heard: And your father was an only child. A great deal was vested in Bartlett in expectation.
Courtship and Marriage

Morris: What kind of expectations did you have for yourself after you'd spent a couple of years over here in California, more or less on your own?

B. Heard: When we were first married we went back and lived on the ranch.

W. Heard: Winters only.

B. Heard: Well, we couldn't live there in the summer because I get hay fever so badly that I couldn't possibly live there. It must have affected me during the time that I was growing up, but they always said I just had bronchitis or something or other.

We had a little bit of a shack when we first came--one room shack with a little eight by twelve foot porch around it.

W. Heard: Around three sides.

B. Heard: Then we built a little house. This was when we were raising citrus and grapes and so forth and I was going to work on the ranch.

W. Heard: He was supposed to understudy to take over the ranch.

B. Heard: I kept that interest for a long time. We spent a lot of time traveling through California and studying the grape industry. We used to raise Thompson seedless grapes.

Morris: On your ranch?

B. Heard: On the ranch. But I couldn't live in Phoenix. And Winifred couldn't live there--this was mostly before air conditioning. In 1924 we moved back over here.

Morris: Did that cause any distress amongst your relatives in Phoenix?

B. Heard: I'm sure it did. Before we left I was down to about 124 pounds and not able to sleep or breathe or anything else. We had to get out. I've never been robust over here, but I'm a lot better off.

So for a period in there I was really not doing much of anything. I was trying to get rid of the allergies I had, and so forth.
W. Heard: Well, you went into that real estate thing with Mr. McDuffie.

Morris: We have to track back a bit. I'd like to know when you decided that the two of you should get married. From astronomy class to living on the ranch in Phoenix—now that's quite a jump.

W. Heard: Going to Europe in '21, I guess, was what did it. That particular moment, wasn't it?

B. Heard: What do you mean? We were married when we went to Europe.

W. Heard: I know. I'm saying that the reason we got married at that particular moment was because your family and you were going to that World Cotton Conference, and they invited me to go along.

B. Heard: Oh, that's right.

Morris: Had you already taken Miss Osborn to Phoenix to meet your parents?

W. Heard: Oh, no—they'd been up here. The first time I went to Phoenix was in the fall when we came back from our honeymoon, and I saw that place and I wept. [Laughter]

Morris: It is a shock if you're a coast and mountain person.

W. Heard: Of course. I'd grown up in the state of Washington, and there's nothing worse than the desert like that. There was no air conditioning and I hate heat, and Bartlett was miserable there—no, I don't think we would have survived had we had to stay in Phoenix. Because there were all the family pressures besides all of this. We were just in a glass bowl all the time. Everything was expected of us and everybody noted everything we did. They were always telling me how Bartlett fell off of Squaw Peak, and this and that. It was not a good place for a young couple.

I don't know that the ranch was the best place for Bartlett, and yet there was an independence in what he did there that he wouldn't have had in some other ventures, I guess.

B. Heard: I wasn't really trained for anything else at that point, you see. I hadn't finished college.

W. Heard: It would have been terrible to go into your father's office, too.
A Common Interest in the Theater

Morris: When did you two first start keeping company?

B. Heard: 1919. When my fraternity brother took me over to the house.

W. Heard: It wasn't a date or anything—we just went out in the car together. Bartlett and I discovered a good many interests in common.

Morris: What besides astronomy?

W. Heard: The theater. I remember the first time Bartlett took me to dinner—we went to Jack's and we had a private room. And I thought this was really something.

Morris: Oh, elegant—very nice touch.

W. Heard: We went to all the theater things that came to San Francisco.

B. Heard: You've talked to Winifred about the Little Theater in Phoenix, I guess?

Morris: Yes.

B. Heard: Harry Bihn really started it.

W. Heard: You've got the programs.

Morris: I have the programs and it sounds like it was really a going operation.

W. Heard: Bartlett was in the theater—he was an actor.

B. Heard: I think that's questionable.

W. Heard: Well, you had the leading part in Mr. Pim Passes By and Alice Sit by the Fire, and I was the director. You have that material.

Morris: I do. I knew that Mrs. Heard grew up being interested in things theatrical, but how about you? Had you been interested in school dramatics and things like that in high school?

B. Heard: I was an "everyman" [laughter], if that's what you mean. I forget what I was.
The Phoenix Players
MRS. BARTLETT HEARD, Acting Director

Present

Three One-Act Plays

High School Auditorium, Tuesday Evening
February Fifth at Eight Fifteen

ARIA DA CAPO"—A Poetic Fantasy by EDNA ST. VINCENT MILLAY
Directed by MRS. BARTLETT HEARD

TRIFLES"—By Susan Glaspell
Directed by Katherine Wisner McCluskey

THE MAN IN THE BOWLER HAT"—
A Terribly Exciting Affair by A. A. MILNE
Directed by Walter Ben Hare
THE PHOENIX PLAYERS

A Little Theatre

Wish to thank all of those who, by their support and encouragement and belief in artistic ideals, have made this organization possible in Phoenix.

Continued support is most valuable to us in the form of a membership unified in their enjoyment of what we do.

The players are fairly assured in announcing for their January production: three one-act plays written by members: in February: the famous "Mr. Pim Passes By," and in March: the "Merry Wives of Windsor," with Mr. H. C. Button as Falstaff. Others to be announced later.

As usual, members will be admitted to these plays by their membership cards. Public tickets will be one dollar. As a special concession to members there will be a few seats for children to be sold at fifty cents. A membership is five dollars for one person.

Plays, poems or prose, submitted to the literary department of The Phoenix Players should be sent to Mrs. Martin Le Bouthillier, 374 Monte Vista Road, the editor of this program.

The settings for "Alice" are the work of John Devereaux York, who has designed settings for David Belasco and for Donald Robertson.

Furniture by courtesy of Dorris-Heyman.

DIRECTORS OF THE PHOENIX PLAYERS

Mr. Dwight R. Heard
Mrs. C. F. Ainsworth
Mr. A. T. Esqate
Miss Gladys Hughes
Walter Martin
Mrs. H. D. Ross
Katherine Wisner McClusky
Mrs. Bartlett Heard
Mrs. Shirley Christy
Mr. Wallace Button
Harry Behn
Mrs. Martin Le Bouthillier

SCHOOL OF MUSIC

December 21, 1922

THE PHOENIX PLAYERS

A Little Theatre

Under the direction of

HARRY BEHN

Present,

Alice: Sit-by-the-Fire

by

SIR JAMES BARRIE

CHARACTERS

Amy...........................................BERTHA HUGHES
Gloria.......................................BARBARA HODGKINS
Cosmo......................................BILLY O'Reilly
Maid........................................GERTRUDE ALTMAN
Nurse.......................................GLADYS KELLY
Alice........................................SHERIDAN CHAGIN
Colonel.....................................BARTLETT HEARD
Richardson.................................MILDRED HARRISON
Steve.......................................ROSS KELSEY

Play Directed by

MRS. BARTLETT HEARD & HARRY BEHN
Morris: I have a picture of Mrs. Heard as Reason. I don't see why you couldn't be Everyman.

W. Heard: Bartlett, I don't think that Phoenix High School had the kind of things that I had in high school--the operettas and so on.

B. Heard: The Elk's Theater used to have a company.

Morris: Touring companies did come and put on things at the Elk's?

B. Heard: Oh, touring companies did come--Cornelia Otis Skinner, and a few things like that. And then there was a repertory company that used to put on things.

Morris: Did you take any theater classes at Cal?

B. Heard: No.

Morris: Was it something you just liked, at first, to observe and then to participate in?

B. Heard: Yes, we've always been interested in the theater. I think both of us have.

Morris: Who were the kinds of people and plays in San Francisco in those days? Did you used to go over to San Francisco to the theater?

W. Heard: Oh heavens, when we sold our house in Berkeley we had all of our theater programs since we first met, and the University wanted them, so they're all there.

B. Heard: Well, there were the Lunts, of course.

W. Heard: Oh, every last play we've seen. George Arliss, the Barrymores--you name it.

B. Heard: What's the name--The Corn is Green?

W. Heard: That was Ethel Barrymore. She was the first one that did it. And then there was Helen Hayes and Gertrude Lawrence--all the great actors and actresses. We've seen everything that we could see. And we've been to the theaters in London and New York. San Francisco doesn't have so much anymore--we went to The Wiz the other night.

Morris: Did you participate in any of the student or campus theatrical events?
B. Heard: I don't think that we really had anything to speak of in high school.

W. Heard: Well, we had the Greek theater thing. But at Cal you didn't.

B. Heard: No.

Morris: Did it make any difference in your courtship when Mrs. Heard found a job in San Francisco?

W. Heard: Oh, he was marvelous. He used to come over to Mill Valley and rescue me from taking little bunches of girls over. He was very appreciative of my schedule.

B. Heard: Let's see, when were you employed there?

W. Heard: I just did the semester--

Morris: The spring semester it would be--it was from about March to May.

W. Heard: May of '21.

Morris: Just before you were married.

W. Heard: Just before we left for Europe.

B. Heard: You were asking about why we were married in Lake Geneva, Wisconsin.

Morris: Yes, and about before then--we'd like to know all these personal details. You can say it's none of our business. [Laughter]

B. Heard: Like what?

Morris: I know that you did get married in Lake Geneva, but had you already decided you wanted to get married before Winifred went to work for the Y?

B. Heard: Well, she had been working.

W. Heard: Bartlett would have gone on and finished college had it not been that we were invited to go to Europe. Isn't this true?

B. Heard: I think so, yes.

W. Heard: And then at that time, when we came back, it wasn't very fashionable for a married student to be going to Cal. Which I
W. Heard: think is too bad.

B. Heard: I think it was a mistake, no doubt.

W. Heard: It was a mistake. But his father was so keen to have him go on the ranch and everything, right away. We were in a bind, so we gave in. But we shouldn't have done it.

B. Heard: Just a little bit about Lake Geneva: a lot of the people who were really prominent in Chicago in the early days had summer places out at Lake Geneva--the Allertons, and the Hutchinsons, and the Ryersons.

W. Heard: And the Drakes.

B. Heard: The Drakes--the Drake Hotel. So my grandfather built this house out at Lake Geneva in 1910. They built it in the winter under a circus tent.

Morris: Good heavens!

B. Heard: Beautiful, beautiful.

W. Heard: So it would be ready in the spring.

Morris: What a job that must have been.

B. Heard: We would go back there for some time, probably, every summer. We'd go fishing somewhere, but there was a certain amount of time that we were supposed to go to Lake Geneva.

We were married outside, in front of Uncle Frederick's studio. It was a matter of timing as much as anything.

W. Heard: When this was decided, that we were going to get married, we were practically on the steamer.

B. Heard: We didn't want to come back here, nor to Arizona. Winifred's uncle and aunt were in Illinois, so my aunt took over and they had the ceremony there in Lake Geneva.

Morris: The wedding itself sounds like it was really organized long distance. They had it all ready for you to come and be married.

W. Heard: It was--special license and all this kind of business.

Morris: It really saved a lot of fuss and feathers. [Laughter]
W. Heard: It did.

B. Heard: We appreciated my Aunt Florence's organization of it.

W. Heard: Too much rice—that was the only thing. No, it was the best arrangement at the time and under the circumstances. And we were sort of under pressure from Bartlett's family to work it out that way.

Morris: They thought it was the suitable thing for you to get married and combine the trip to England with a wedding trip?

W. Heard: Yes, and when we got to England, Bartlett and I went off to Wales for a few days. I don't know how long.

B. Heard: That was our real honeymoon.

Morris: I was going to say, it's not everybody that goes on their honeymoon with their parents.

B. Heard: Winifred's got a picture going through Lever Brothers with this little eight-year-old tagging along.

W. Heard: Oh, on the boat—he was with me all the time. He's a doctor in New Jersey and I saw him once, years ago. He just adopted me.

B. Heard: And so here we were going along with this eight-year-old.

W. Heard: We met up with his family in Paris, but he spent the day with Bartlett and me; he would prefer to do that than to go with his parents. We got a big kick out of it, and so did everybody else, I think.

Morris: Did any of your friends and acquaintances get married as they were finishing college?

B. Heard: It's hard to tell.

W. Heard: Well, Iva did, I think. She and Dwight Wilson were married just shortly after we were. I don't really remember—it's been so long ago. You can't expect us to remember all those things. We've had so many great adventures since.

Morris: Oh, indeed. I was interested in terms of the social patterns. Nowadays there's a lot of talk about young people getting married too soon, and whatnot.

W. Heard: No, they shack up.
Morris: Or they shack up. I think they don't realize that many of their parents also got married when they were finishing up school and didn't wait to do all the careful planning that one might.

W. Heard: Well, I don't remember—there was Nan Barrows and Iva Wilson.

B. Heard: Nan was married—Floyd Stewart was just out of college.

W. Heard: That was an adventure. Bartlett took them away from the president's house in his car and sent them off on their honeymoon.

Morris: Was Nan a friend of yours in school?

W. Heard: Yes. Well, I guess mostly we knew her through Floyd, whom she married, because he was a fraternity brother of Bartlett's.
V EARLY MARRIED LIFE

Sigma Phi Friendships

W. Heard: One of the nice things that happened when we did come back to Berkeley was that the Sigma Phi house had an organization called Sig Sisters, of which I was one. That has been superceded by the Mother's Club. That's how both of us made some of our closest and longest friends. I don't know of any group that is as closely knit as the Sigma Phi fraternity.

B. Heard: That's right. Most of Brad's friends and most of the people he was associated with in business--

W. Heard: --were fraternity brothers. He was a Sigma Phi too.

Morris: Is there something special about Sigma Phi?

B. Heard: The fraternity manual has always said that one of the outstanding features of Sigma Phi was the lifetime loyalty of the alumni. It's a very small fraternity; there are only ten chapters.

W. Heard: Isn't it the oldest fraternity?

B. Heard: No, there are three that are about the same age.

W. Heard: But it's a very old one. And it was limited to about twenty when you were in college?

B. Heard: Supposed to be, yes.

Morris: Twenty members of a chapter--active, current students?

W. Heard: Yes. So, you see, that means that you are closely thrown together. When Bartlett was here, I don't think anybody lived
W. Heard: out of the house.

B. Heard: Oh, no, that couldn't have been tolerated. They do it all the time now.

Morris: Part of that's economic, isn't it?

B. Heard: I don't think that that's the main thing. I think it costs them just as much to live out.

W. Heard: They think they're more free getting away from this ritual.

B. Heard: That's right. Our granddaughter's living out now. She's a junior at Cal. Some of these sororities are big--sixty people. That's a lot of people to live with.

Morris: It is. I understand that sometimes they have more members than they have room for in the house--they just provide meal service, in other words. That was what I meant by economic.

W. Heard: Yes. And they have to come to the Monday night meetings. There were a lot of things, I think, that Laurie got fed up with.

Morris: Had your father or grandfather or an uncle or somebody been in Sigma Phi, or were you the first one?

B. Heard: No, none of the family. In fact, I don't think any of the family were fraternity people. My uncle studied art in Munich.

[end tape 2, side 2; begin tape 3, side 1]

Morris: So if there are just twenty men to a chapter, that must have been quite an honor to have been selected by Sigma Phi. Did you feel it that way?

W. Heard: Well, you were certainly looked over. You had to have somebody like Gage to vouch for you.

B. Heard: Earl Warren is one of our alumni, too. And Bill Donald. It's a small organization.

W. Heard: And Jazz Taylor. They were a very distinguished group of men. And the wives had a meeting, I think, once a month. It was a very close-knit group.

Morris: So the contact continued for most people after they finished school?
B. Heard: Oh, yes. I still attend a monthly luncheon we have over in the city.

W. Heard: And that award Bartlett got last year. The Schuyler Colt memorial award for outstanding service to the society.

B. Heard: For a long time I was the treasurer of the alumni, and we retired our mortgage twice on the house.

Morris: You retired the mortgage twice?

B. Heard: Well, they were different houses.

W. Heard: But you know the house they're in now—the Thorsen House, right there by I House [International House].

B. Heard: They're trying to make a historical monument out of it now, and there's quite a controversy about it; because you don't get any tax relief and you get a lot of things that you have to do.

W. Heard: Well, the reason for choosing it, though, dear, is because—

B. Heard: Greene and Greene were the architects.

W. Heard: It is a Greene and Greene house, and it was built without nails—it's one of those put-together Japanese-kind of houses.

Morris: Was this the house that you lived in?

B. Heard: No, no. No, we lived in a little rented house over on Virginia Street, and it burned in 1923 in the fire. Then the house was built on Bancroft where the law school is now.

W. Heard: Which was right next to the nursery school that Brad went to. You know, where the University of California started that Child Study Center—Dr. Herbert Stoltz. Brad went there, and John Sproul, and quite a few of the grandchildren or children of our friends were there. We have all those studies.

Morris: So the graduate fraternity members really take on the responsibility of running the house?

B. Heard: We own the house. We own the property.

Morris: It's the alumni who own the property.

B. Heard: One of my activities in the fraternity was to have annual drives and get money—because we reitred a considerable
B. Heard: mortgage on it. When the law school was built they took over the house.

The Dinwiddies were fraternity brothers. Dinwiddie built that house. But when the University took it over, that money went into buying the present house. There was a little story about that, too, because Minerva Donald was trying to get it for her sorority and build on it. He got ahead of her. This was an estate.

Morris: Did that cause a little dissension in the family between the two of them?

B. Heard: I'm not sure.

Morris: Tell me about the Thorsen House. That sounds like it's been there a while. Do you have any idea when it was built?

B. Heard: I think it was built in 1914, 1915, something like that.

W. Heard: Somewhere around there. I think it had something to do with the fair in 1915. But when I was on the University YWCA, Mrs. Thorsen was living and she was on the board. So I'd been in that house many times before it was a Sigma Phi house. It is very distinctive. It's Japanese-ish in its design and architecture. I don't know enough about Greene and Greene.

Morris: How does it work for a fraternity house?

B. Heard: It works pretty well.

W. Heard: For a small fraternity it would be fine.

B. Heard: Yes, and then, too, the boys have a different living pattern, in which they're not living in the house as much. It can house about twenty, though they're not too strict about the twenty limitation because it's not really a viable number. It's pretty hard to run a house that small.

Morris: Efficiently and economically.

B. Heard: That's right.

Morris: Do graduate members have much contact with the young fellows who are the current generation of students?

B. Heard: Not as much as I'd like because when we go to fraternity meetings there's so much smoke and whatnot that I can't
B. Heard: take it. But the young ones in the house come around, two or three of them every month, to these luncheon meetings that we have. And then we're helping them with the problems that they have—some of the leaks in the roof, and one thing and another.

Morris: How about such things as the kinds of difficulties that the different student generations get into? If some of the students have problems figuring out what they're going to do with their lives or things like that, are you people available for counselling and advice?

B. Heard: Well, yes, there have been different people who have come to us. We just got a new directory which gives the names of people and what they're doing to use as resources for them. And they used to have (I don't know whether they still do it) meetings every so often in which somebody in some profession would talk to the boys about the profession—its requirements, prospects, and so forth.

W. Heard: Of course, the University does so much of that now.

Morris: That's true. But often what one hears is that the University administrative machinery is kind of large for a student to tackle, whereas people who had a fraternity bond with you might be a more personal kind of contact.

W. Heard: I don't think there's any homogeneity in the interest of the fraternity membership, is there? You have people from all the disciplines in the University, so it isn't limited.

B. Heard: One of the young men now is in the UC School of Architecture, and he's doing quite a job in figuring out what needs to be done to the house, because it is getting old. Some of these things that come out at the end under the house are rotting out, and they've had all kinds of problems. He's going to make quite a study out of it.

Morris: That's a nice combination of events.

So you feel that the fraternity connections were really important to you in resettling in Berkeley.

W. Heard: Oh, yes. I think, still, many of our friends—I'd say in Bartlett's case, most—are people we knew from our fraternity.
Photo and Sound Company, 1939

B. Heard: One of the main things that I was interested in here was Photo and Sound, which we got into in 1939 partly because of my interest in photography. Two of the fraternity brothers were in that all through until Brad's death, I guess. That started out as a recording studio and a motion picture studio for commercial production. We did work for Pacific Gas and Electric, Leslie Salt, Cutter Laboratories, and various people. It was very interesting, and I did quite a little bit of work in it.

We also, at that time, had a butane distributing company down in Arizona, which was later sold. The first picture that we did was a promotional picture for the butane company, and I took all the pictures for it.

Morris: The pictures ended up as a film?

B. Heard: Yes. But at that time it was in the early stages of color. And there were lots of problems in color photography and in duplicating color pictures, and also in the sound. We really had lots of problems, but we did have a lot of fun. Winifred and some of the other wives also got into it. They got a quartet together and did the musical background for some of these commercials.

When the war started, we immediately started making recordings for the OWI [Office of War Information]. We had made news releases in something like nine different dialects. We broadcast to the Philippines. We also had Japanese over here in Berkeley. The Japanese were all supposed to be over the hill, you know, but they were kept here and they made recordings for the Office of War Information which we recorded.

Morris: And these films were used overseas?

B. Heard: These weren't films--they were voice recordings for radio.

Morris: For broadcast overseas?

B. Heard: That's right. In the Philippines.

W. Heard: And in Japan.

B. Heard: Well, you couldn't do it in Japan. It was beamed to Japan,
B. Heard: probably, but it was out of the Philippines.

Morris: What did the broadcasts say?—America is your friend sort of thing?

B. Heard: We had no control of this. The Office of War Information did this. Ira Blue was one of the voices.

Morris: What did OWI want to achieve?

W. Heard: It was war propaganda.

B. Heard: It was the answer to Tokyo Rose. It was supposed to be getting the actual news to these people. It was propaganda, I presume, to a certain extent.

Morris: Yes, any news broadcast is one point of view or another.

B. Heard: It's like the one that we carry on overseas now, Voice of America.

W. Heard: For example (not in connection with Photo and Sound), during World War II we had German captives interned on our ranch.

B. Heard: No, they were in a camp and they came and worked on the ranch—worked on the grape harvest.

W. Heard: And they simply refused to believe that New York had not been captured, that Hitler was not winning the war—all this kind of business.

B. Heard: They were submarine officers and they were very cocky. They thought it was just a matter of time until the war was won.

Morris: And they were liberated?

B. Heard: Yes. But, boy, they were workers. They would get out and work in the grapes and then play a game of volleyball or something in the 110°-112° heat.

Morris: Did any of them speak English?

B. Heard: Oh, yes—not too much. But they were very arrogant.

W. Heard: Which I thought was a characteristic, when I was in Germany—either they were arrogant or they were so--

B. Heard: Groveling.
W. Heard: Groveling—one or the other.

Morris: Were they interned in Arizona until 1945, until the end of the war?

B. Heard: I think so, yes. There weren't any let out until the war was over.

Morris: When the war was over, were they sent back to Germany or were they released here?

B. Heard: I have no idea.

Establishing a Home in Berkeley

Morris: Going back to the Sigma Phis—was that tie why you decided to settle in Berkeley when you left Arizona in 1924?

B. Heard: No, no.

W. Heard: Oh, I suppose because we'd both gone to the university here. My family were still here, or some of them. We had an opportunity to get the Allen's house. It just seemed more like home. We hadn't put our roots down anywhere, and certainly we liked the Bay Area because we knew it. I can't imagine our going anywhere else. Although we did talk a few years ago when we were going to retire, before Brad's death, of maybe going to Santa Barbara because of Bartlett's interest in plants, or to San Diego, which has always appealed to us as a place. But we wouldn't leave the Bay Area now.

B. Heard: I've always been interested in native plants.

Morris: I understand that. How far back does that interest go?

W. Heard: You did some when we lived on Bridge Road.

B. Heard: No, not native. There wasn't room there. But then we built the house at 10 Roble Road—the McDuffie property—There's a beautiful big rock outcropping there, and around that I planted various native plants. I had a couple hundred different varieties of shrubs, trees, and flowers.

Morris: That's not the corner that later became part of the May property?
B. Heard: No, that was on our property.

W. Heard: It's still there. I guess the Miottels keep it up. I don't know.

Morris: I should think so, a collection like that. How long did it take you to plant it?

B. Heard: Oh, all the time I was there. I used to go out on trips to different places where there were collectors and nurseries that had native things. I worked a lot on that.

W. Heard: Then as soon as we got our house in Tahoe, he started the same thing up there, in 1962. And now those trees are half as tall as this apartment.

Morris: Tell me about the Allens. Were they particular friends?

W. Heard: I studied Greek with Professor Allen in college. There were six of us in the class, and he used to invite us up to his house and read to us in Greek and discuss things with us. When we were going to come here for the summer of '23, just for the summer, they were going to Greece, and so we rented their house for that summer. Then he had his sabbatical in '24. In fact, Brad was born when we lived in that house in '25. We have a newspaper clipping, I must give it to you, about how this famous Boston man by the name of John Hurd, who was a great socialite [laughter] saved his wife and child in a fire. He was a warden; you have to get that in, too. This is about Photo and Sound, isn't it? Oh, here it is. You want to see how famous my husband is?

Morris: [Reading from article] "Bay man saves wife and babe in fire." Heavenly days!

B. Heard: We were just going to move, and the packing boxes were down in the bottom--barrels and so forth. We had a gas floor heater.

W. Heard: It was open.

B. Heard: The housekeeper dropped a match and it went down into a barrel full of excelsior. I was sleeping out on the screened porch and the smoke started coming out of the shingles, so I went down in the basement and broke a window and got the hose. In the meantime they got the fire department. I never saw Winifred [laughs].
BAY MAN SAVES WIFE, BABE IN FIRE

OVERCOME BY SMOKE, PAIR NEAR DEATH AT RESCUE

Groping his way through dense smoke that filled the entire house, John Hurd, prominent Boston business man, early today saved his wife and small child from perishing in the flames that swept their residence at 37 Moswood road, an exclusive Berkeley residential district.

The Hurd's, prominent in Boston society, came here several weeks ago and leased the house of Professor J. T. Allen of the University of California, now in Europe.

Awakened by the roar of the flames, Hurd made his way into his wife's room, to find her stupefied by the intense smoke, but making a desperate effort to get her baby out of the room.

Picking them both up in his arms, Hurd staggered down the stairs and carried them to safety. The fire, which was confined to the lower floor of the house, burned the whole neighborhood.

Flames in Berkeley Home Peril Prominent Boston Society Family
B. Heard: What's that from?

Morris: This is the old San Francisco Call for Friday, July 24, 1925, and it's the banner right across the top of the page. As a newspaperman you'd like that location. How did they get John and Hurd out of you?

W. Heard: Oh, heaven knows. And that he was a "prominent Boston socialite."

B. Heard: That's about par for reporting.

W. Heard: Anyway, Miss Newitt took Brad and went out of the house, and I stayed in my room--I didn't even move out. I couldn't very well, I guess.

Morris: In those days you laid in for quite a while.

W. Heard: Oh, I was terribly ill after Brad was born--I almost died. In fact, I would have died if it hadn't been for Bartlett. I had a thrombosis, and Dr. Page sat by my bed by the hour waiting to see if it would absorb. I remember I was just drifting off--it was so heavenly. I just thought that this is the nicest thing that's happened to me in a long time. Bartlett was kneeling by my bed and he was weeping, and I thought, Oh, God. Have I got to tend to that now? Twice he's pulled me back.

Morris: That's a remarkable kind of bond, I think.

W. Heard: We can't leave each other.

Morris: The Allen house was on Mosswood Lane. In the paper it says that this is an "exclusive Berkeley residential district."

B. Heard: It's just in back of the stadium. We could watch the stadium being built up there.

W. Heard: The Allen's house was at the end of the street. Beautiful house, and lovely trees.

B. Heard: One of those old shingle houses.

W. Heard: Redwood shingle house. The Lehmans lived next door to us and their little boy adopted me, too. I'm attractive to eight year old boys.

So then we had the house for a whole year.
Morris: And that was the year that Brad was born.

W. Heard: Yes, he was born then. That was where the fire was in 1925. Bartlett, while I was still ill, went and bought the house on Bridge Road, where we lived for ten years. We did remodeling in that house. That's where we lived when Helen was born.

Then we bought the Roble Road property and Bartlett designed the house; Bill Wurster was the architect. Bartlett had sketched the plan for this house, and that was partly because we had all this collection of stuff by that time. Mr. Heard had died.

Continued Business and Cultural Involvement in Arizona

B. Heard: We moved over here in '24, really. Then my father died in '29—just before the crash. He had a lot of things going—subdivisions and everything else. So while we had the house here, we spent a lot of time back in Arizona. Without any real experience, we had to go down there to try to work out what we could do with this estate. It was quite a traumatic experience. I don't know what he would have done, because he had several very successful subdivisions. One of them had been finished and there was another one right next to it which was right in the middle of being built. At that time, no one was building or anything. He also had been in some syndicates to build office buildings, and they were in trouble.

Morris: Is this all in the Phoenix area?

B. Heard: Yes.

W. Heard: He never went outside of the Phoenix area.

B. Heard: Then there was the Heard Building, which housed the Arizona Republican newspaper until it was sold, which was built about the time we were being married.

W. Heard: Yes, I think it was just being finished when we first went there.

B. Heard: But there were a great many problems. We never really moved back to Phoenix.
W. Heard: No, in '30 we took a house across the street from Casa Blanca, your mother's home, for three months and I went over there with the children. But then Brad and I were both having orthodonture, and so I commuted back and forth to Berkeley. It was not a very satisfactory arrangement, so we were glad when we could move back here permanently. Although Bartlett still goes to Arizona a good deal.

Morris: I can imagine. Was the Heard Investment Company originally designed to do the financing on these subdivisions?

B. Heard: The Dwight B. Heard Investment Company was primarily a real estate company with salesmen, and also a company investing money in mortgages from outside.

Morris: Not necessarily subdivisions that your father was interested in?

B. Heard: No. Well, they would be, too, but a lot of farm mortgages.

W. Heard: There were just an awful lot of things that the family were involved in. And Bartlett's father was involved in, as he just said, a lot of small syndicates that were set up to do a particular thing, like the San Carlos Hotel, for instance. Or the Security Building—you name it.

Morris: Did your father have legal training?

B. Heard: No. He finished high school in Brookline, and then he had to go to work.

Morris: Those kinds of financial arrangements are pretty complicated, particularly when they involve real estate.

B. Heard: Sure.

Morris: You said you found that it was a rather traumatic experience to settle the estate.

W. Heard: Still isn't settled.

B. Heard: Oh, yes.

W. Heard: You've still got things, Bartlett Heard. Now don't tell me—

B. Heard: Well sure, we've got properties that are still residue of the estate. We still have a certain amount of management to do
B. Heard: with that. But fortunately the Heard Museum, which was financed entirely by the family in the beginning—the people in Phoenix have taken tremendous interest in it, and the financing of it is much more community now.

Morris: That must please you.

W. Heard: Oh, yes.

B. Heard: And, of course, they've had very great success in adding significant collections—like Barry Goldwater's kachina collection, which entailed building an addition to the museum. This last year we've gotten part of the Wallace collection of Indian jewelry, which is probably the most outstanding collection of Indian jewelry in the country. And then we have the Fred Harvey collection on loan.

Morris: The hotel man. The Harvey girls?

B. Heard: That's right. They also collected work of the Indians near Albuquerque. This was a big collection. That's now in the Heard Museum. It's not permanently decided what's going to happen to it.

W. Heard: But it's on loan and they have every anticipation.

B. Heard: It's a real community endeavor now because we couldn't possibly finance the budget that they have today.

W. Heard: Well, we wouldn't want to. Because we don't live there, and if it's going to be worth anything it has to be a community project. It's getting to be internationally famous.

B. Heard: They're doing all sorts of things. One is a big gallery for Indian art. Which I think is very good because the Indian art now is not really Indian as much as it used to be; the Indians are trying to become more modern and they're losing a lot.

W. Heard: The latest thing is an exhibit of a collection given by Reed Mullin, who was one of the original trustees of the museum. It's contemporary Indian rugs. And the Heard collection, which was part of the original, is old Indian rugs. Our lawyer for Phoenix was up here last week, and we were having dinner together. He was terribly thrilled that the museum had both, because this makes it very unique.
Morris: When you got back here and settled down in Berkeley, did you begin to have a plan or pattern to your lives?

B. Heard: Well, as I say, we were still very much involved in Arizona because there was a lot of planning there. The ranch, at that time, was larger than it is now. I used to go down in the summer for the grape harvest.

Morris: You continued to be interested in that personally?

B. Heard: Oh, yes. This was a real madhouse because we were sandwiched in between down around Yuma and the Imperial Valley and the lower San Joaquin, and we had to get those grapes out in about ten days to do any good. We had 150 to 200 people there, and we were working and getting the grapes out, getting them into the cars, and shipping them off.

Morris: You were trying to get the fresh fruit market?

B. Heard: Yes. They'd go to Chicago, New York, Toronto--usually the best grapes would bring the lowest price.

Morris: Because they'd come when there were most of them?

B. Heard: It was a very, very speculative sort of thing. And then the grapes down there don't last too long. The vines don't last a hundred years the way they do in some deep soils. It was something that had to be supervised and taken care of.

Morris: You actually supervised it out in the fields? You were out there in the vineyards?

B. Heard: Oh, yes—at this particular time.

W. Heard: We kept an apartment in Phoenix for a long time.

B. Heard: And there was this butane, which was quite a large business.

W. Heard: We started butane in 1936. It was a statewide affair.

B. Heard: We had distribution points in Phoenix, Tucson, Bisbee, Flagstaff, Prescott, Yuma, and one other. This was statewide distribution. [Refers to photo.] There's some of the transports that we used.

Morris: Quite a fleet.

B. Heard: Used to give me bad dreams thinking of those things rushing
B. Heard: across the desert with all that inflammable material. So we sold that out several years ago to Petrolane, and we still have some property that was bought in connection with the stations. We have a continuing real estate trust that I have to keep track of.

Morris: Some of that you could manage from the California end, too?

B. Heard: Oh, yes. Winifred said we had an apartment back there, and I used to go down once a month.

Bringing Up Two Children

Morris: When the two children were born, did that slow down your travels any or settle down your pattern of life?

W. Heard: No, I don't think so, because we had these obligations. We always had someone living with us, to be with the children. What year was it that we got Irene?

B. Heard: 1932.

W. Heard: Anyway, I was very ill from February till December in 1932—one whole year. We had people with the children from the time they were born. When we were going to Arizona that winter we had a graduate of that kindergarten school in Pasadena, then "Miss Irene" came—it was before we built our house. She stayed with us for eleven years.

Morris: Was she primarily concerned with the children?

W. Heard: Yes, she was responsible for driving them. You see, after Helen had polio in '34, she was not supposed to go to a full day school. So she started in at Miss Hewitt's, where Brad had already been going, and then they both went to Bentley.

Morris: I didn't realize Bentley went back that far.

W. Heard: Brad finished the sixth grade at Bentley, then he went to Willard for one year, and then from there he went to Thacher because we were dissatisfied. In those days (and they have something similar, I believe, nowadays) they had Cadillacs, Buicks, and Fords. And if you turned out to be in the Cadillac group you began to think of yourself as God's gift to the school.
Morris: This is at Thacher?

B. Heard: No, this is at Willard—any of these. Well, they did it in Phoenix, too. They had the same thing.

W. Heard: The little gang that he belonged to (all of whom ended up in that dancing group we had, I think), I think I told you they got through their math assignment for the year two weeks early; and instead of the teacher giving them lives of great mathematicians or something to read, they just goofed off. So we said, "This is no place for you, my friend." So off he went to Thacher.

Morris: Did you and he ever have an argument about why he was going to Thacher when you had managed to avoid going there?

B. Heard: No, I realized that it would have been a good thing for me to do.

W. Heard: In fact, we hoped our grandson, David, would go. He was accepted, but then he decided that he'd rather stay at Acalanes.

B. Heard: Then Helen went to Head's.

W. Heard: She went to Bentley and Head's, and then she went to Miss Madera's in Church Falls, Washington. That's the year I was doing the war business and Brad was in the service.

Morris: She really needed a home away from home if you were gone.

W. Heard: Yes.

B. Heard: We were talking about the things that Photo and Sound did a while ago. Photo and Sound did a lot of training films, too. We did work for the navy on their various subjects. And we did shipbuilding training films. There were a lot of ships built out of Richmond.

W. Heard: That was a real fun company. Well, it's still going—Bartlett's still on the board.

B. Heard: It's changed entirely. It's now a distribution of audiovisual hardware and materials.

Morris: Another time I'd like to talk to you about it in some detail. We're interested in business history, too, and the individual entrepreneur, which you certainly have been.
Morris: Mrs. Heard said that with your children you had classes that you ran at home. How early did you decide to do that?

W. Heard: Oh, before we moved into the house, we started the Brother-Sister Club in manual training. You see, in the McDuffie property that lower garden house and brick wall were always there, and the garden house had lavatory facilities. There was a fireplace—or maybe we built the fireplace.

B. Heard: No, the fireplace was separate. We built the fireplace. But there was a little tool house and we put in vises and so forth, and we'd have some teacher that would train them in manual training.

Morris: Was this a weekend thing or after school?

W. Heard: We had it on Saturdays. Most of the boys had sisters the age of our daughter—several of them did. So the next year when our house was finished, we started a tap-dancing class for the sisters. Then we got into family concerts because everybody was studying—I have memories of Bill Rogers with that screeching violin that he had—and we had recitals for these budding musicians and dancers. We would have family barbecues along with this; so that came to become quite a big thing. When Brad got to be at Willard we started a dance group of forty boys and girls.

B. Heard: That was a real chore. This was where they wanted to have the lights out, and everything else. One of those things.

Morris: Sounds like you were the chaperones.

B. Heard: That's right.

W. Heard: Well, they had their dancing lessons, and then after we stopped having the lessons, even when Brad was at Thacher, I kept on with the dances two or three times a year for this group: we had Halloween, we had New Year's Eve, we had something else. A lot of those boys turned out to be Sigma Phi, so then we had Sigma Phi dances. That's what Bartlett's really talking about—more difficulties.

Morris: Did you get involved in the woodworking group at all?

B. Heard: No.

Morris: Where did you find someone to teach it for you?
W. Heard: He was a manual training teacher in the Berkeley schools. The boys made very nice things. Brad made a desk—somebody still has it—and he made a ship model. Oh, they did nice things. Then we always had a picnic lunch and games down in that barbecue place. It was the basis of a very long friendship. I think one of those boys—let's see, Howard Fletcher was not a Sig—but Bill Rogers, Don Stuart, Brad, and someone else.

Morris: How old were the little boys when you started it?

W. Heard: Brad was nine.

Morris: Did the two of you have conversations about what you had in mind about the way children should be raised?

B. Heard: Naturally.

W. Heard: We never argued about the way they should be raised. Honey, I think it was much more that we just planned events—what we were going to do in our free time. We knew we had this big house. We wanted to use it. I was much more brought up in the middle of activity on account of having three sisters.

[end of tape 3]
VI  EARLY EXPERIENCES WITH THE YOUNG WOMEN'S CHRISTIAN ASSOCIATION

[Interview 3:  September 30, 1976]
[begin tape 4, side 1]

Berkeley and National Boards, 1925-1935

Morris: Today we were going to go into more detail about your life in the YWCA.

Winifred Heard: When we came back to Berkeley in 1925, I joined the University Y. Of course they knew me from my student days and also because I had been on the staff of the San Francisco Y for a short while in 1920 before Bartlett and I were married.

I also taught for a while at Anna Head School.

Morris: What were you teaching?

Heard: Just some drama classes.

Morris: So you did keep using your theater skills, good. Was there a teen program at the University Y?

Heard: Oh yes, it was called Girl Reserves then. We had a good committee. Mrs. Thoreson was on it, Mrs. Colfax, Mrs. Deutsch, Ruth Vickey, too, and Mrs. Cadman.

Lillie Margaret Sherman was the executive director then. She was the one who talked me into doing the preparation for marriage course.

Morris: Was that considered pretty advanced for that time?

Heard: Not really. There was a class at the University that everyone called Smut I.
Dr. Legge gave it and it wasn't very good. Girls in the class would go back to their sorority houses and giggle about it, but they weren't getting anywhere in understanding themselves or boy-girl relations. So the Y decided to do a class.

They said I should lead the class since I was married and all, so I did. It was very straightforward, getting them to think about stimulus and response patterns and talking about things to do and say that would keep situations from getting out of control.

There kept on being a demand for our classes. We did the same sort of thing later on in some of the conferences I did with Roy Votaw of the Youth Authority. And I also taught classes on it at University High School in Oakland.

Then I was a member of the National Board's Family Life Committee that caused such a stir with the film on childbirth, at the Philadelphia convention in 1934, that I told you about.

Morris: Did you have any family life sessions in the Community Y-Teen program?

Heard: We did when it seemed appropriate for a group. That program flourished beautifully. We had two full-time secretaries for the teen program, and we contracted with Mobilized Women to have some of the groups meet there because many of the girls lived in that Sacramento Street part of town.

Mrs. Hartzell was on the Mobilized Women board and she also talked me into going on the Berkeley Women's City Club board about then. That's now been reorganized as the City Club with both men and women as members. Lucretia Grady was active in that. She used to consider me her protege. That's the lovely building Julia Morgan designed. Let's see, who else? Mrs. Herrick and Beth Sloan. And that's when we had the discussion group with Helen Meiklejohn.

Mrs. Athearn wanted me to take the presidency of the City Club. That really was not my kind of thing, so I had to decline.

Morris: Why didn't you feel the City Club presidency was for you?

Heard: Well, its emphasis was more social, pleasant enough, but I was already deeply committed to the social concerns and group work things the Y did.

Morris: How long did you stay with the Berkeley Community Y?
Heard: Not very long, once we got it established. In 1940 I became chairman of the Y Western region and my life really changed. I had been a member before for some time on the national Y teen committee.

Morris: Was the teen program the major focus of the Community Y program?

Heard: It was chartered as an association for business and industrial girls. The University Y was not chartered to do that, but to do its work with university students. And their emphasis was more religious.

Morris: Who particularly did you work with when you went on the national board?

Heard: Grace Eliot, of course. She was national president and was also general secretary, one time. And Beth Moore. She and Tex have been our close friends for many years. I see them whenever I'm in New York. Beth and I were on the World Y at the same time and on the first USO.

One of the rich experiences I had while on the World YWCA was as a member of the constitutional revision committee that revised the provisions on religion that caused so much debate. Of course, there was more of a problem with religion in World YWCA where we had women of so many different religions, and we wanted them all to be able to participate freely and not to offend non-Christians.

At one time, you know, you had to be a member of a protestant evangelical church in order to be a Y member. Changing that requirement to a personal religious commitment was very controversial in the Y.

Religious Experience

Morris: Had religion been an important part of your life while you were growing up?

Heard: It was very much a part of life. We were members of the Presbyterian Church in Tacoma and when I went to Emerson I joined the Congregational church.

When we came to Berkeley there was a study group at the Carleton Hotel in which my sister and I participated. That was
Heard: when Dr. MacAfee was pastor of the First Presbyterian Church. As you know, the three great fundamentalist preachers in the United States were William Jennings Bryan, Mark Matthews in Seattle, and Dr. Lapsley MacAfee here in Berkeley. The discussion group was basically fundamentalist. The leaders believed implicitly in every word in the Bible. I found it quite oppressive and pretty much gave up on formal religion at that point. I think my reaction was twofold: one, I had studied Latin four years, German, French and Greek, and realized that words mean different things at different times. Also I was majoring in philosophy at Cal and Dr. MacAfee was of the opinion that the Philosophy Department ruined more students than all the churches could save.

The Y really took the place of church in my life until I met Howard Thurman who later organized The Fellowship Church in San Francisco.

[end tape 4, side 1; begin tape 4, side 2]

Morris: When did you meet Howard Thurman?

Heard: When did I first know Howard Thurman? I think it was 1929--somewhere way back there, anyway. I've known him a very long time. He came first to a Y-Teen conference at Asilomar, and then I've never not known him all the years since. We have a very, very deep friendship. In the fifties, when he was living in the East--he must have been at Howard University at that time--he came West quite often, and he always stayed with us because that was when it was difficult for a Negro to get a room in a hotel.

Morris: How did he happen to come to an Asilomar conference?

Heard: I really don't know how that happened. I presume someone in the East must have known him as a person who knew how to communicate with groups. But he's been offered many things. He's probably one of the greatest preachers in the world. The BBC, I told you, is doing a tape on him that's going to be released this year.

He's now writing and lecturing. His daughter's helping him, working on transcribing a lot of the things that he has done.

Morris: Was he already a minister when you met him?
Heard: Oh, yes—he graduated from Morehouse College.

Then I also know Sue, his wife. She was on our national student staff. I knew her before she married Howard. Howard's first wife, Kate, had TB and died, and that was just about the time when I first knew him. He had one daughter, Olive, by that marriage. She is a librarian and lives in New York now and she has a couple of children. She's divorced. Then Sue and he have one daughter, Ann, who is really a doer. She has a law degree. She's now in San Francisco and is working with Howard on recording and helping with the things that he plans to do.

Morris: What especially about his personality or quality of mind is so impressive?

Heard: Well, he's one of the first Negro people that I ever knew. I'm talking personally now. Growing up in the Northwest I never knew a Negro; I'd never seen one, really. Maybe one or two, but they never entered my little circle. Then I went to college in Boston, and when a Negro came and enrolled in Emerson, the whole Southern student body, which was about 75 percent of the college, 'walked out.'

Morris: That really made an impression on you as a young woman?

Heard: Yes. I was not used to the attitude toward Negroes—or Jewish people. But one was introduced to these fine distinctions.

Howard came into my life in a leadership workshop on the Asilomar grounds, and he talked about religious needs today. He's a great follower of Olive Shriener, and he used to read from her works. He has a beautiful speaking voice, and a depth in his thinking which is rare, I think. He's just gone on the board of the Pacific School of Religion and he's going to be giving lectures again this year, I noticed. Then he started the Fellowship Church in San Francisco, which is open to all races. It's an interracial church.

Morris: Is that the Church of the Fellowship of all Peoples?

Heard: Yes, that's right. He's no longer connected with it, but he started it and was attached to it for a good many years before he went back to Boston University.

Morris: Did you and Bartlett used to go all the way across the Bay on Sundays?
Heard: Yes. Not regularly, but when we went we went there. But we saw each other quite frequently, and, as I say, before he moved back to San Francisco he almost always stayed with us. I remember one time he was staying at the Sir Francis Drake Hotel and I went over to meet him there. We sat in the lobby and talked, with everybody going around and looking at us like this. Then Brad came to meet Howard at noontime, and they embraced each other warmly, and everybody—you know, you could just feel the vibes going.

Of course Howard and I have been through this so many times, that I'm sure that's one of the bases for our deep understanding. I've gone down to the train with him and stood right there by the conductor so that he could go on the train. So we've had very deep experiences together in the field of discrimination. Now, of course, we've gone way beyond that. Now they put out the red carpet for him, but not in those early years.

Interracial Concerns

Morris: Was your acquaintance and then friendship with Dr. Thurman part of your thinking in helping the Y move along in interracial activities?

Heard: Oh, I presume so. You never quite know where one of these things begins and the other leaves off. The YWCA already was far out in front in interracial relations. It was the first organization in the country that really had an interracial policy in its membership. And it's been very much of a pioneer in the whole field of interracial relations. We voted to do away with Negro branches a long time ago.

Morris: Were there Negro branches once upon a time?

Heard: Oh my, yes. And when I went into the USO, they still had Negro USOs. That's one of the things that we were against in the USO. No, it is not too far back in our history that we have done away with segregation. We still have it in several ways. But we don't have separate clubs anymore in the way that we did.

Morris: When the Community Y was getting started in Berkeley was there already a sizable population of blacks and Mexicans and Asians?

Heard: Yes, I think the minutes here someplace indicate that we had
Heard: something like six hundred and forty girls in the youth and industrial departments. And there was one club of twenty-eight Japanese girls. There were a lot of Mexican girls in the clubs that met at Mobilized Women.

Morris: Is Mobilized Women a purely Berkeley organization? I have never heard that name anywhere else.

Heard: As far as I know. It was like a settlement house. They had classes. They had programs for the people in West Berkeley.

Morris: Right around San Pablo Avenue.

Heard: And they had a camp which they ran in the summer, which is also recorded in the minutes. And then, I think, after we, the YWCA, got our camp at Timber Tall, anybody who was in the department went there. Mobilized Women had their own camp.

Morris: You mentioned six hundred and forty girl members which is an impressive figure. The notes that I took from the minutes said that those were Girl Reserve clubs. Those are the younger girls?

Heard: That's right, the younger girls--teenagers. But there also were business and industrial clubs. That's why we started this Berkeley Community Y. The minutes, that are so appalling--the first budget was some five thousand dollars.

Community Chest and Successors

Heard: Bob Porter was the Community Chest executive, and I was on the Community Chest board as the representative of the YWCA. I was trying to figure out how I ever got started in the Community Chest. That's because I was president of the Community YWCA. One of the things that we had in our requirements was that we be represented on the Community Chest. Dr. [Monroe] Deutsch was president of the Chest at one time, and then--oh, I worked with a lot of those leaders.

Morris: When you say one of the requirements was that you be represented--

Heard: We stipulated that and also that we be permitted to have a sustaining membership. These were accommodations with the Community Chest.

Morris: In other words, for helping them with their fund drive you wanted a Y person on the Community Chest board. And they agreed
Morris: to that?

Heard: They agreed to that. Well, it was to their advantage to have us on the board.

Morris: The other thing that impressed me is that, apparently, in the late thirties, the Community Chest would allocate as much as 95 percent of your budget.

Heard: Yes, that's why we had to keep going every year, to have permission to have sustaining membership.

Morris: In addition to this.

Heard: In addition. That's what every organization now has to do. One of the things the United Way almost forces you into is money-raising. Besides, every United Way organization I belong to has membership.

Morris: Nowadays, in the Community Chest (now the United Way) is there concern about what organizations can do in the way of fund-raising?

Heard: Yes, but you still have the right to have members. You can have membership campaigns, but you do not go and solicit from corporations without clearance, or from donors without clearance, and you do not do any fund-raising in the period while the United Way fund drive is on. I just went, as I told you, to a trustees meeting on Tuesday and they're already about 50 percent ahead of where they were last year. They're getting more corporation gifts than they've gotten before. But they've set a goal of $24 million, which we'll never make.

The other thing that's happened is that they're forcing all of us to raise more money on the outside. In the USO, for instance—I think we raised about four or five thousand dollars. And we have our membership campaign. We have a wine-tasting party, or we have a Bob Hope dinner—which he came up for last year; we got five thousand dollars from that. We did that jointly with national and Bay Area. And we sell pins, flags, buttons—anything we can lay our hands on.

The other thing that I was going to deal with—there's much more funding by government agencies. For example, at the Traveler's Aid Society in Alameda County, we're getting something like $68,000 from revenue-sharing to do a screening program for the welfare department. So if you take out of your total budget the funds that are like revenue-sharing, or you get a grant from
Heard: a foundation or something, you see that the United Way is not totally funding the agency. And, of course, the health agencies withdrew several years ago because they can raise more on their own than they can get from United Way.

Morris: But the ideal when the Community Chest was set up was that it would provide all the moneys of an agency?

Heard: That's right. And it was much stricter. You see, it was organized in each community. There was a Berkeley Community Chest. There was an Oakland Chest. Then I was on the study committee which put together the Bay Area United Crusade [UBAC] and the Bay Area Council of Social Planning [BACSP]. I think I gave you some of this, on the Solomon Committee. That should be available somewhere.

Morris: Yes, I've got the report from Mr. Taylor's office.* I haven't been all the way through that. Tell me about the Community Chest as a Berkeley agency in the beginning. How many organizations were a part of it?

Heard: Oh, I have no idea as to how many there were. It wasn't a huge thing. Well, there was the Family Service Agency, YM, Boy Scouts—the traditional ones. I really don't remember how many. Because we were always fighting to keep our heads above water. As you go through here, it seems to me we had two major problems. One was to raise money and one was to recruit members for the board—somebody was always resigning, or moving away, or something happening to them.

Board Members' Responsibilities

Morris: Going back to the YWCA. You were chairman of the University Y Girl Reserve Committee and then you were one of the founders and first president of the Community Y, also in Berkeley. How did you go about putting together the first board of directors?

Heard: Well, we began with the Girl Reserve Committee of the student association. One of the things we hassled about was how many board members we would have. We finally agreed on thirty. I hope we had that many usually, but I'm not quite sure—I didn't

*1965.
Heard: add them up. But there was a great deal of turnover, and I
don't really know why it was, except that people moved. Ethel
Langsdorf, who's still one of my good, good friends, now lives
down the Peninsula. Her husband was with Standard Oil, and he
was president of USO for a while; then moved away. And
Mrs. Merritt moved away. A lot of people moved—a perfectly
legitimate kind of reason for resigning. I don't think we
ever had anybody who resigned in a huff. I don't recall this.

Morris: What about that other category that continues to plague
voluntary boards: the component of women who say they will be on
a board and then never manage to have much time to actually help
with the work?

Heard: I don't think we had that problem then. For one thing, not so
many women worked. And I think the way we recruited obviated
a good deal of this, because we made it very clear that you were
expected to do a certain amount of work and be on a committee.
I think our committees were interesting and challenging enough
so that they really wanted to do well. I think the minutes
reflect that the attendance at everything was very high. So I
wouldn't say that was the problem that we have today.

There is an illustration that I've used an awful lot in
making speeches on what makes a good board member that I got from
Gordon Hearn, formerly at UCB, now in Portland, who was doing a
study on the decision-making process. I believe they'd made the
study originally for the Girl Scouts, but it would apply to any
organization. You would draw three concentric circles. In the
first one you number the board members from one to thirty or so,
and you ask the question, Who carries the most weight? You put
them in the inner circle.

Morris: In board activities?

Heard: Yes. Then you find who carries the least weight, and you put
them in the outer circle. Then obviously the others belong in
the middle one. The next question, using the same three
concentric circles, is where do you think the board puts you?

Morris: This is a self-rating kind of thing?

Heard: Yes. Where do you think the board puts you? Now this answer
raises an awful lot of the questions, and brings out the
frustrations and the little hidden agendas in a board meeting.

The third question, which would relate to the point you just
made, uses the same three concentric circles, and you ask where,
in the period of your membership on the board, do you want to be?
Heard: And you'll find today, much more than a few years ago, an awful lot of people want to be in the outer circle. Although they may be really interested in the cause, they don't have the time. They add prestige and credence to the organization, and they get the prestige of having their name on the board. Of course, that depends on the board—I don't think that's true of the YWCA. But I can name several I am on in which I know this happens. They don't give much time. They sound off in the meeting. But they just want a little scroll to hang up on their wall or to say that they're on this board and that board. Tuesday morning I was at a board meeting, and I was really amazed at the number of men on that board who'd been to three meetings already this week—of different boards. It's a big responsibility on the University Foundation—they give enormously of their time. But they can't possibly be on the inner circle of every one of these, I don't think.

Morris: Are you thinking that at the higher level of organization maybe there are more of these peripheral kinds of board members?

Heard: Well, I think boards have learned to recruit a little more honestly. There was a time when you just wanted that person on because of their name. This is still true, but I think less so, because the job of a board these days is—as someone I recruited said, "I didn't know the requirements were so rigid."

You really have to produce, because there's a job to be done and a board can't afford to carry a lot of dead wood, although some do; I can think of several where that's the case. And then when you only meet once a month for a couple of hours, it's terribly hard to train a board. That's why in some organizations, like the Alta Bates Hospital, for instance, we have a trustees' retreat every fall for three days, timed to discuss in depth a lot of the things that are really policy decisions. When we have a board meeting we are so bound up in the actual running of the place: paying our bills, and collecting our funds, and deciding what architects to hire. And then there are requests from the medical department about whether to buy a body scanner or not, and where do we get the money if we do, and how much more can we borrow from the bank, and all that kind of business. There's not time to get into an in-depth discussion of the motivation behind all this—trends of what's happening in the government regarding health care, for instance.

The things that we used to do in the United Way—now there are all kinds of policies. And the sort of reporting that's required now by the United Way of every member agency is appalling. The paper work is incredible. For example—there are
Heard: twenty-five categories that our service of clients fall into. You have to identify these—all the sorts of things that we do for people. You have to have people who will serve on the operating committees and take some of this load or it just can't be done. The job's too big.

Morris: You actually take some of the load off the paid staff?

Heard: Yes. A good executive and a good president is a person who knows how to get that kind of service out of people on the board. And if they don't know how, then it's not a good board. I can think of times when I've been on boards when the president was so wishy-washy or uncertain or unskilled—didn't know how to run a board meeting. An executive who's a little bit too deferential or, again, unskilled.

Morris: The relationship between board and staff in voluntary organizations is very interesting, I think.

Heard: The Berkeley YWCA, ever since I have left it, has been, as far as I know, in a turmoil. They've gone through executive after executive secretary.

Morris: More so than other Ys? Or is this a characteristic of the YWCA—part of its policy on the development and growth of staff as well as membership?

Heard: I'm talking about executive director, now, not program people. I think a lot of the Berkeley Community Y's big problems have been financial, always. That accounts for part of it. But I'm always hearing of a new executive and criticism or something of the one who is just leaving—some people like her, some people don't, that kind of thing.

I've never identified with the Oakland YWCA because I'm not strong enough [laughs] to go through all that stuff that they go through. I have a study that the BACSP made of the Oakland YWCA.

The San Francisco YWCA is really my love. I was on that board for a long time, and I was president, and I was vice-president. I really think that's a great YWCA.

Morris: How is it different from others?

Heard: Well, in the first place, it's more adequately financed. It had a bigger program. It had a Chinese center and a Japanese center.
World War II: Japanese Relocation, World YWCA Refugee Programs,
United Services Organization (USO)

Heard: We went through the whole trauma of the relocation and it hit home because it involved people that you knew because we'd worked with them—they were on the board.

Morris: When they started tearing out blocks of San Francisco to re-develop?

Heard: No, relocation in 1941. And that's when (I was still chairman of the Western Region) I went to many of the relocation centers. I went down to Casa Grande in Arizona, and it was very hot that day, miserable. Mrs. Obata was in that group. They had prepared a great big cake that said "Welcome Mrs. Heard" on it, and there was a big program and everything. In the middle of it—we were meeting in one of the quonset huts on a hot summer day—people started leaping up and shutting the windows. And I thought, Good heavens. What are they doing? I was nearly dying of the heat. It took me a second to realize what was happening—that they were having a sandstorm. We thought we'd never get that sand out of our skin and teeth and everything. But anyway, afterwards, I was standing in the doorway waiting for the car, and I was talking to two girls who'd been on the cabinet of the YWCA in Berkeley about various and sundry things, and all of a sudden one of the girls just put her hand on my arm like this and she said, "Do you suppose there's fog in San Francisco?" That started us weeping.

Morris: Was this one of the Japanese women who had been your friend?

Heard: Two girls from the student Y.

Then another interesting experience I had—I went up to one of the relocation centers in Idaho. We had a Y-Teen conference, and I had a discussion group on boy and girl relations in the relocation center. The relocation centers were organized in blocks, and there was a certain amount of food allocated for each block. These kids had gone around and collected food from that camp, donations from each block, in order to have a banquet.

Morris: Oh, that's touching.

Heard: It really is.
Morris: Did your board at the San Francisco Y, or any other level of Y organization, make any effort towards contacting either Washington, or the military, or the state government to avert the internment?

Heard: I'm sure we did. You know, there wasn't much of an outcry on the Pacific Coast. We were brainwashed into thinking that there were Japanese submarines and infiltrators in the whole population. Actually there were German submarines off this coast.

Morris: I have heard that report, too. And the contrast—that the outcry was made against the Japanese, but nobody said anything about the Germans.

Heard: Of course, I was in the USO at that time, which was another window on this whole sociological thing.

Morris: Going back a minute—there was a note in the Y minutes [December 5, 1938] that I wanted to ask you about. There was a letter from the national board regarding the present situation in Germany, urging the cooperation of the YWCA in assisting refugees and helping to create public opinion.

Heard: That's right. This is the same thing Travelers' Aid has been going through recently, after the Vietnam War: resistance to bringing in refugees, particularly from an enemy country. So the YWCA, because of its world membership, took a strong stand on this. As I told you, the conference in China in '47 was the first time people from both sides of the conflict had been together. And it was really quite dramatic. That's when they thought that North China would go Communist and South China would hold. I remember Chinese women weeping (and they don't often weep) about what might happen.

It's still a big problem. One of the things I'm going to do the week after next when I'm in New York for our Travelers' Aid program committee meeting, will be talking about what's happening to our refugee program. Because at the last meeting we had, we had requests for eleven thousand Indochina refugees that were going to be accepted. You hear on the radio now, these days, a great big brouhaha about what will happen if we open our gates to white Rhodesians. There's a great deal of resistance to that from people saying we've got poverty and need in our own country.

Morris: In 1938 was the economic situation still bad enough that people were concerned about bringing European refugees in?
Heard: No, I think it was a war attitude. They were anti-Hitler and anybody that—you see, there's quite a burden on a world organization. It's like a family where a child does something bad—he's still a member of the family. That's what we were really talking about here, I think. Because not every German was a Hitlerite, particularly in the United States, although I know many who were. You only have to go to Dachau or Auschwitz, both of which I've been to, to see absolutely unbelievable things.

Morris: And the YWCA—?

Heard: All I know is that the YWCA nationally went to the relocation camps. The YMCA was afraid of its shadow, and they did not go in as far as I know. The minute that the Japanese were put down here at Tanforan we had a program down there. The minute they were in a camp we went there. And Ralph Merritt, who was the head of the relocation program, (his wife was on our board at one time) supported us in every way that he could in our visits to the camps.

Morris: In other words, he was looking for people still in the community to come and give a hand?

Heard: I don't know if he was looking, but there was certainly no obstacle to our doing it. I'm not sure that just everybody could go to those camps. As I recall, you had to get clearance or do something about it.

Morris: Would the YW have had anything to do with helping Japanese of college age to leave the camp and go to colleges in the midwest?

Heard: I don't know. That would have been in the student department, I suppose, if they did. I don't think they got out of the camp.

Morris: Some did, and some went into the American armed forces.

Heard: The 145th was all Japanese.

Morris: Right. I have friends—he went into the armed forces and she went East to Chicago and went to school.

Heard: Of course, if they had connections to do it, they could go. I'm not really clear about the policy. But certainly the little high school kids didn't go, and that's the group that I was familiar with. Nor did the students that I saw that day down in Casa Grande—they weren't even talking about getting
Morris: Well, it may have been very selective. I was thinking about people like Ruth and Harry Kingman, who were active in the Y, who also did put together what was called the Fair Play Committee. Would Ella Hagar have been involved in that?

Heard: Oh, yes. Especially Ruth and Harry Kingman were very active. They've always been in programs like that. They've always been outspoken in civil rights movements of one sort or another. I don't know about Ella--that would not have seemed the role that I know her in.

Morris: I was wondering whether you as an individual or the YW as an organization had worked with them on any of this.

Heard: Not that I personally know of, because I was working more in my national YWCA capacity by 1940. And USO--all this was happening. I was interested in getting USO clubs started all over the country--doing that. I went down in the South where they still had Negro clubs and where the WACs [Women's Army Corps] who were reputed to be prostitutes were. Oh, there were such a lot of conflicting ideas, and tensions, and problems in those days. There was a teenage center with a sign: No Military Admitted.

The minute the war broke out we started a mobile service from San Diego to Alaska--the Pacific Coast USO. You know, out around Golden Gate Park there are still those cannons along the shore? Well, all up and down the coast we had caves and other places where little contingents of soldiers were monitoring everything that came along the coast. And we would organize little bands of USO people and they would go. I remember one that a friend of mine went to on New Year's Eve--they had the greatest experience of their lives. They took someone who could play the harmonica and they sang songs like "Roll Out the Barrel," and this and that.

There was a great deal of excitement to USO.

Morris: I can believe it. It's a very immediate kind of a thing.
VII MANAGEMENT AND LEADERSHIP IN THE YWCA

Asilomar and Other Properties

Morris: Before we get into the story of organizing the USO, I'd like to ask you how you first came to join the Asilomar committee. I have the date for that as 1928.

Heard: In 1928 I was the chairman of the Y-Teen committee at the University YWCA. I guess I was going down to a Y-Teen conference at Asilomar. That was in the days when we had what was called a Pacific Coast Field Committee. The YWCA nationally was organized in field committees. There was one for the Northwest—I guess Mrs. McNaughton was the chairman of it (she was on our family relations committee, too, nationally) and people like Mrs. Merrill and Mrs. Olney.

Morris: Mrs. Olney?

Heard: Judge Warren Olney's wife. Mary McLean Olney. She was one of my very old, old friends, who's not really of my generation, but who had a tremendous influence on my life.

Morris: In what way?

Heard: Well, she got me on that Asilomar committee and I never got off. She didn't go on the Asilomar Foundation, but she was on some of the early committees. I was invited to go on that committee way back in 1928.

Morris: Was she looking for a bright young woman?

Heard: I don't know if they were or not or whether I was the only one. There weren't any other women of my age on there. But, I was so connected with the conferences, I suppose, was the reason I was selected. And, as I say, I never got off.
Morris: Did they call you up and invite you?

Heard: I don't remember how I got the invitation. But I remember being down there at a conference at the time they dedicated the swimming pool. We had a daisy chain around it and there were supposed to be Y-Teens holding the chain, but there weren't enough Y-Teens, so I had to put on one of those floating costumes and hold a daisy chain. I remember that.

Morris: Were you indignant?

Heard: No, I thought it was fun.

Morris: And what were the responsibilities?

Heard: Well, that's all in that paper that you have about Asilomar—"The Story of Asilomar."*

Morris: I was unclear whether this committee had the responsibility for Asilomar on the spot or for the national board.

Heard: On the spot. It was operated by the Pacific Coast Field Committee. They got their money by running a food and nursery concession at the 1915 fair; that's how they got the money to build Asilomar in the first place. And then they got big gifts—the Crockers and the Merrills and various people gave buildings at Asilomar.

Morris: So Mrs. Olney and Mrs. Merrill would have been the ladies who put that together?

Heard: Mrs. Merrill would have been on that early committee. Merrill Hall was named for Mrs. Merrill. And Grace Dodge gave some money. I really don't remember all those details. But they were responsible for operating it. It used to be open only for conferences in the early days.

Morris: And only for Y groups?

Heard: No, there were church groups—MEM's one of the oldest groups that's used Asilomar.

Morris: MEM?

*Copy in Heard papers in The Bancroft Library.*
Heard: Missionary Education Movement. They're one of the earliest groups. But it was primarily out of their interest in the student conferences that the YWCA got Asilomar. You see, Capitola burned down, so then they had the conference one year at Mrs. Hearst's [Phoebe Apperson Hearst]. Oh, Mrs. Hearst was on there, too. So then they got Asilomar. And they raised a lot of the money. You see, the national board, at that time, had a great many conference grounds. We had Seabeck; we had Blue Ridge; we had something up in Maine. I don't really even remember--a lot of conference grounds. And Dodge Hotel in Washington, D.C.

This is why the YWCAs, Oakland and San Francisco, had residence clubs--they were needed at that period of time. Now the bright girl wants to get an apartment of her own. So that's why the residence club in San Francisco is coeducational and Oakland got rid of theirs.

Morris: When I was going through the files of the Community Y, I came across this photograph of a sign: "Attention: Warning to young women traveling alone."

Heard: That must be from the Traveler's Aid.

Morris: No, I think the YWCA--

Heard: That's right, because the Traveler's Aid emerged from the YWCA.

Morris: "Cities and large towns have reliable employment bureaus and boarding house directories." I wondered if this type of concern and need for boarding houses and residence clubs was still operative?

Heard: Yes, that's why the Boston YWCA got started. Girls came in off the New England farms, and they had to have a place to live. And then they needed classes. The Y taught typing. The whole process of classes and physical education is indigenous to the YWCA.

And the YWCA has spawned a good many national organizations, the Traveler's Aid being one. Others are Business and Professional Women, Camp Fire Girls and the International Institute. Whenever a project got large enough to be independent and met a specific part of a problem, then it became an independent organization. The YWCA's never tried to hang on to everything.

This is pre-Traveler's Aid [referring to picture].
Morris: That kind of type is somewhere between 1890 and 1910.

Heard: Yes, that's right. Well, that's a pre-Traveler's Aid.

Morris: Yes, but were there still those same kinds of needs in San Francisco when you were first with the San Francisco Y?

Heard: Oh, sure. That's why we had the residence club and we had rooms in 620 [Sutter Street] for transients. This is a very big service. But the whole attitude towards girls living alone was different than it is today. There are hardly any separate residences anymore—they're either coeducational or the trend is towards apartments.

Morris: Are young women, over the years, getting more capable of taking care of themselves?

Heard: I think so. And I think they have more training—they don't come off a farm. Even if they come out of the rural community, they probably have some training in a skill with which to earn their living.

Morris: Those who got together the residence clubs and the conference grounds—that's a fair amount of real estate to manage, and quite a lot of capital.

Heard: Plus cafeterias, swimming pools, gymnasiums, classes, and clubs—it's a big operation, the YWCA. Big city YWCA.

Morris: I was thinking—for instance, starting out on this Asilomar committee, did you have men on the staff to handle the accounting and the maintenance supervision and that sort of thing?

Heard: No, I have all the books of Asilomar from the beginning. We women did it all.

One of the myths that I had a hard time counteracting was that Mrs. Hearst gave a great deal of money—She did give those beds and blankets and whatever it says in that paper I wrote. She also loaned $11,000 which was cancelled. But we had a hard time putting down that myth.

Morris: Where did the myth come from, do you think?

Heard: I think the years went by and people didn't know. They saw her name associated with it and probably somebody knew about this—
Morris: What I was interested in was where women got the training and the experience to manage the actual practical business administration of that kind of property.

Heard: I think the staff we had were very skilled kind of people. They were trained in business. Certainly I don't think the women on our board were very unskilled.

Morris: I'm interested in it from the point of view of the capabilities of women.

Heard: We had audits. And we had to send in our reports to national, and they were audited.

Morris: Would one call occasionally upon one's husband for advice and counsel on something that might relate to his knowledge?

Heard: Oh, when we were in the process of working on that sale, our lawyer gave me quite a lot of advice in setting up our foundation. Then one of Bartlett's fraternity brothers helped us on our foundation investments. We made a lot of money--our foundation.

Morris: Did you?

Heard: Yes, from our investments.

Morris: That went into any deficits?

Heard: We didn't have any deficit. We carried our own weight. In the beginning, when we took over Asilomar after the Depression period, it was in a pretty rundown condition. When Asilomar was turned over to us--I think I dramatized that presentation at the national board where we went in with an offer from the Southern Baptists and an offer for an old people's home (we didn't think the climate was good for that) and an offer from our Asilomar committee to have the national board loan us $200,000, 4% interest, to be paid back $10,000 a year over a period of years. To our great surprise they accepted the loan of $200,000. We had to spend all of that in repairing buildings: we winterized the long houses, put in more plumbing, put in more lighting around the grounds. We didn't have too much that was visible. We remodeled Scripps and Lodge and Hilltop. But we didn't have too much that was visibly different until we began to plow back. We had an
Heard: agreement—we could plow back everything over and above the $10,000 into the grounds, which we did.

We operated on a very tight budget, and the financial advisor we had was successful in investing our surplus. And we gave $30,000 in gifts when we retired our foundation.

Morris: Marvelous. To various Y projects?

Heard: Yes, we gave $10,000 to the national board. We gave $10,000 to the World Affairs [Council], because they came there for their big conferences every year. And who'd we give the other ten to?—it's probably in the minutes. I think it was the University of California.

Morris: Why didn't you expect the national board to accept your offer?

Heard: Because it was such a gamble. To loan five women, a loosely organized committee out here—all of this was with the proviso that I would be the chairman. We had demonstrated that we knew what we were doing. You see, we set up that cafeteria system in the dining room which is still going. We did an awful lot of things. We've maintained the interracial policy. I think one of the astounding things (it's in that story I wrote) is about the restrictions that were on some parcels of the land, which the national board didn't even know about. I was dumbfounded when I read about those.

Morris: That is true of a remarkable number of real estate parcels, isn't it?

Heard: Was—not so much now. You don't have those racial restrictions. Those were invalidated.

Morris: I suppose once those are invalidated by state or federal law, those portions of the deed become null.

Heard: Obsolete. In Berkeley there were restricted residential areas; when we first moved on Roble Road, there was a restriction on that property.

Morris: There was?

Heard: Yes. And then there was some law passed along there somewhere that said you couldn't do this.

Morris: How much time did you ladies find it took you to run something
Morris: like Asilomar?

Heard: Well, Bartlett says that every car I ever owned knew its way to Asilomar [laughter]. Especially after our foundation took over, Bernice [May] and I spent an awful lot of time either there or in Sacramento. We really invested a great deal of ourselves in that project.

But the thing that changed Asilomar so much—in the beginning, as I said, it was just for conferences. They were statewide conferences by and large, and the student conference at Christmas time was the largest one. Well, then, over the years, organizations gave up having statewide conferences. The YWCA didn't have statewide conferences anymore. I think it says in that document something about the percentage that we figured the YWCA brought in, being about 6 percent or something like that—very low. The other thing that changed materially was the per diem. People began to get expenses paid to go to conferences. So we could attract a different type of clientele. That's what really prompted, and still prompts, the developments you see going on at Asilomar constantly.

Morris: In other words, people expect more conveniences and comforts?

Heard: They expect more conveniences. They want meeting rooms; so every building in Asilomar has its own conference room. They're self-contained in many ways. We used to have a class hall and that burned down. We never replaced it because we began to get a lot of small conferences, like the League of Women Voters—that's what, sixty or seventy-five people. We could have as many as six or eight conferences going on at a time at Asilomar. And the only time that they see each other is when they go in the food line, meal time, in the Crocker Dining Hall.

Morris: That was already beginning to change by the forties? The big conferences were beginning to give way?

Heard: I think so. I can't remember when the last big student conference was. It had changed a great deal before we sold the place in '55.

Morris: Were those big conferences a central focus of the Y-Teen program, for instance?

Heard: Oh, yes—the statewide teen conference and the statewide student conference. That's why I said in that speech I made when we turned it over to the state, "This is a place where horizons were widened," and all those kind of dramatic words
Heard: I thought up at that time. Well, it's true. That's what did happen. I think Asilomar has probably had as much influence on the lives of people as any other institution in this state. Perhaps the University would feel a little unhappy to hear one say that, but it goes to a depth of personal encounter that may or may not happen in a university setting. You sit by somebody in a class for four years and that's about all you know of them. But when you get into a confrontation on your ideas in a conference where there's discussion and give and take, you have to open your mind or be put down as a--I don't know what, a radical or something.

I can remember some farm business we had a big discussion about, and girls who came up from the Fresno-San Joaquin area were absolutely enraged at some of the things that one of the discussion group leaders had to say. We really had to calm them down.

Morris: The young women attending the conference?

Heard: Yes. They were just not prepared for any idea of--I guess maybe it had to do with unionization of farm workers or something. I don't even remember what the issue was. But it was something of that equivalent that stirred them up so.

Planning Teen Conferences

Morris: Were these conferences planned by this Pacific Coast committee?

Heard: Oh, no, no, no. We just ran the place. Every conference had its own planning committee made up of people from that organization. All that they cleared through our management was the time, place, and space needed and the costs.

Morris: But in the days of the statewide conferences?

Heard: Same thing--we had nothing to do with the program.

Morris: There'd be a statewide planning committee?

Heard: Yes. I've been on the Y-Teen conference committee many times, for example.

Morris: Okay, describe how one of those was put together and the theme developed.
Heard: Well, I don't really know, except that we set wheels in motion to get suggestions from Y-Teen staff all over the state. They conferred with their local constituency, and out of this came suggestions. And then there was a committee which probably had one or two meetings. It just happened.

Morris: When you say that the local Y-Teen people would confer with their constituency, who would that be?

Heard: Their Y-Teen girls.

Morris: The girls themselves. That seems to be one of the continuing knotty problems of youth work and group work--how do adults know what is going on in a young person's mind?

Heard: Well, they don't know unless they listen. I think the YWCA has a deep conviction that that's the only way you can do something that does meet needs.

Morris: Then after a topic for a statewide conference had been decided on--?

Heard: Then you recruited leadership, set up discussion groups, selected workshop chairmen and committees. We always had a choir, and had worship services in the chapel. There would always be an afternoon off when they could go over to Carmel and see something of the environment.

Morris: Sports and picnicking and that sort of thing as a planned part?

Heard: Oh, yes--sports and outdoor barbeques. And then in the earliest days we had the Pirates and the Stuck-ups--college boys and girls that were the handypeople.

Morris: I didn't believe that when I read it in your speech.

Heard: Oh, yes. Hilltop was originally the home of the Stuck-ups.

Morris: Now, the Stuck-ups--those are coeds, college girls?

Heard: College girls who waited on the tables. This is before our committee set up that cafeteria. And the Pirates were the boys that kept the fires going and moved the luggage and did the heavy work around the place.

Morris: Why were the girls called the Stuck-ups? Pirates is a good name for the boys.
Heard:
The Pirates always used to put on their costumes and come leaping in through the windows in Crocker Hall once during each conference. That was a big event.

Morris:
I can believe it. The young people going to these conferences—could any Y-Teen go or did they have a preparation procedure in their home units?

Heard:
As far as I know, anybody that could afford it went, or if the association paid for them. But I don't think any delegation was limited. We didn't ever seem to have to, because that place can hold five hundred people.

Morris:
Was there some kind of preparation for the teens at all?

Heard:
I presume there was, although this I don't recall. But certainly they knew what the theme was and what discussion group they wanted to sign up for and so forth. I think that must have all been done ahead of time; that's just good conference technique.

Morris:
Conferences seem to have been replaced, or displaced—no longer to attract so many young people.

Heard:
Well, I don't go to any anymore, so I don't really know whether that's true or not. But certainly the conferences I do go to are well planned. The delegates' meeting this next weekend at the University is certainly planned down to the split second.

Morris:
Delegates—is this the Y?

Heard:
No, no, this is the University of California delegates' weekend.

Morris:
Your description of the kind of powerful encounters that happen at some of those teen conferences—

Heard:
At any conference. Particularly if it is an open conference— interracial, interreligious, nonsectarian, economic cross section. There's bound to be edges rubbed off, sparks struck, so you are always careful.
Religious Experience

Heard: I suppose one of the reasons Howard Thurman has been such an inspiration is because he is essentially nonsectarian.

Morris: Does that offend some people, too?

Heard: Oh, I think it may make some people feel that that's not really religion, at least organized religion. There's a depth of a relationship between man and God in all that Howard does and presents that is really what he is all about—and the interdependence of both, I would say.

Morris: Did he come back sometimes to Asilomar as a speaker and resource person?

Heard: Oh, yes, he's been back a good many times—several conferences he was there.

Morris: Would he lead a worship service?

Heard: No, I think not. He might do a reading one night around the fire, for instance; he's done that a number of times. He would read from something by Olive Shreiner, or perhaps—I remember one night he read the Book of Mark. Then he was always in demand to be available to people who wanted to talk over personal problems.

Morris: In a counseling kind of relationship?

Heard: Yes.

Morris: That's a very special skill.

Heard: That's right.

Morris: Is his own philosophy directed to interracial understanding or to development of individuals?

Heard: I think it's broader than interracial. I've never heard him give an interracial speech. If you have the proper attitude toward people that's irrelevant. Race or creed or color doesn't enter into it. You're talking to and with and about common problems that affect everybody, and I think that's his strength.
Morris: And the church that he started has continued?

Heard: Yes, it's a nonsectarian church. One of the problems Howard had in the beginning was whether to identify with any of the established Protestant groups. That was decided against, so that it's an independent kind of church. At least it was then—I haven't gone there for a long time.

Morris: This is probably a contradiction in terms, but with an independent church like that, does it ever establish other churches of its own kind in other places?

Heard: Not that I know of. No, it's not a proselytizing group, no. It doesn't have branches.

Morris: Like the Northbrae Community Church in Berkeley, for instance.

Heard: Well, that was in existence long before this, but that's still an affiliated church. That's a Congregational church, isn't it?

Morris: I don't know. I've attended any number of community gatherings there.

Heard: What was the pastor's name there for so long?

Morris: Laurance Cross, who ran for governor at one point. He was mayor for a while.

Heard: Yes, that's right. I don't know, because, as I told you, I signed off on organized religion.

Morris: But Christianity per se has continued to be an important part of your life?

Heard: Oh, yes. As I say, I think the YWCA took the place of these other outlets. Because certainly when we were growing up in our childhood in Tacoma we were very active in the church. But it was a much broader interpretation. Dr. Mark Matthews was in Seattle, and we used to go over, if we wanted to have a lark, and listen to Dr. Matthews and come back and laugh at the things he said, because it was so ridiculous to any intelligent person, it seemed to me. He was a fundamentalist, you see. The Congregational church that I went to in Boston was so far from that, that it was like coming back to the Dark Ages to have these Wellesley graduates, who I looked up to and whom I really thought would be in the tradition of the more liberal
Heard: interpretation. And to have them sound off like that was nauseating.

There was another thing, I think, that bothered me. After we left the Presbyterian church, we tried going to the First Congregational Church. McCall was the pastor then, and the hymns might have absolutely no relation to the sermon, or the music wouldn't, or something. It wouldn't be an integrated experience. Whereas at the Fellowship Church, or anything that Howard would be doing, would be an integrated approach. That's the thing about Howard that's so marvelous, that satisfies one, is that every particle of the service is coordinated with every other. So you'd get a mass impact, and this satisfied my dramatic instincts.

Morris: I was wondering about that.

Heard: Yes, you get a reinforcing element in every part of the service.

Morris: And it builds?

Heard: Yes, and if you have a discussion group going through a ten-day conference, for example, you can really do quite a bit in opening minds and eyes and ears.

**Group Work and Case Work**

Morris: In planning a conference do you have that in mind—that you're going to go from here to there?

Heard: Well, sure. That's automatic in a discussion group, I think. In the boy and girl relationships discussion, for instance, you have a certain technique of opening it up and freeing them to ask questions that might be embarrassing, or you can use the write-your-questions-in technique, or the thousand things that one learns to do in freeing a group to discuss. Then you try to meet the expressed need for information.

Morris: To relate to what you get from that group—that they want answers to.

Heard: Yes, and you also put in something that you know, that maybe they haven't articulated. But you get to feel when you do this business for a long enough time—I think you
Heard: can sense—there's a hidden agenda.

Morris: Yours and theirs.

Heard: Well, there's theirs, which you have to be sensitive to.

It reminds me! I've had this experience twice in my life. Once when I was in Boston, in the First World War, Fritz Kreisler came and played at the Boston Symphony concert. He had been just invalided out of the Austrian army and he had a very bad tic in his face. He was obviously somewhat physically still recovering, but he played this beautiful concert. That Boston Symphony hall was just jammed. That was when "Humoresque" was so popular, and he did not play "Humoresque." Nobody said it aloud, when he came back after two encores, but you felt every person in that audience was silently saying, "Humoresque." And he came back and played it, and then everybody went out.

The same thing happened at the signing of the United Nations Charter in San Francisco when Truman was there to sign and Roosevelt was dead. The biggest person in that hall was the man in the wheelchair who wasn't there.

Morris: Did Truman comment on that or was that just the feeling of everybody there?

Heard: No, this was just the audience—you just felt it. You couldn't escape it. It was a really tremendous emotional experience.

So you get to feel, in a group that you're with as much as you are in a discussion group at a conference, what they're interested in and how free they are with you.

Morris: That sounds like a very good description of what they call group work skills, that a lot of people spend several years taking special training in.

Heard: Right. That's one reason, having been in group work all my life, I am interested in the Traveler's Aid, because it's case work.

Morris: Different from group work? Case work is one-to-one.

Heard: Yes, and it's entirely different. It's meeting immediate problems of survival. Like the little advertisement you have there—it's people who are in trouble. Or people who
Heard: are runaways or throwaways, or in trouble with the law, or starving—you know, there's just a thousand reasons. They may not be eligible for relief when they first come to a county, so they get referred to the Traveler's Aid. And you get some really bad, bad problems with that kind of refugee. It takes an entirely different approach and group work isn't what answers it. This is counseling on a one-to-one level.

Morris: The thing that has impressed me on group work and that aspect of social work, is what looks like a long tradition in California of volunteer leaders like yourself working together with professionals very much on a shared basis. I think of things like the California Conference of Social Work and their conference board.

Heard: Or the Youth Authority thing—I worked with Roy Votaw for years. Or with the delinquency prevention committee—there's a team. Of course, this is the whole group work theory: you have a team. In the YWCA one of the things that's really ground into all of us is that it is a team.

One of the things that I always look for in an executive—does he or she say, "I" or does he or she say, "we." If the executive is so insecure that he or she says, "I did this and that," and "I went here and there," and "I sent in this report," or "I did such and such," instead of "we," you know that's not the person for a group work job. They don't seem to realize that there's a board that makes the policies and, once they are determined with input from the staff, that the executive is supposed to carry them out. So it's a team approach, and that's ground into you in the YWCA. It's "we;" it's "we" all the way through.

Morris: And the skills don't necessarily transfer?

Heard: Well, you don't do each other's job.

Morris: I was thinking more of somebody whose training and particular skills are in the counseling one-to-one area.

Heard: Well, then they wouldn't be in the YWCA, unless it was in the counseling department. Some YWCAs have counseling programs now.

[end tape 5]
Leadership Training for Women

Morris: Reading over my notes from last week I came up with a couple more questions on early YWCA activities I'd like to go back to.

We really didn't talk about how you go about developing a teen program that attracts several hundred girls. This seemed to be the size of the program in the late thirties in the Berkeley YWCA.

Heard: Well, gee whiz, I can't even think, that's so long ago. You made contacts with the schools--individual girls that somebody on the board knows that are in the Berkeley high school, for example, or in the junior high schools; or they just come voluntarily to the YWCA for, perhaps, some other activity if you have a big city organization like San Francisco has. You work through the PTAs--the organized outlets. But mostly, I think, you just depend on the enthusiasm of the girls themselves.

I suppose one of the things that the YWCA has been looked to for, and the reason that one has justification for a separate women's movement, is that it develops leadership. I remember when I was in high school, the women were always the secretaries--you never got to be the president of anything if you were in a coeducational setting. And this is still true to a very large degree; you're either the secretary, or maybe the vice-president. But it's seldom in a coeducational business or institution that women are made the presidents.
Heard: Leadership is developed in the Y-Teen clubs, because you have officers and you have a council made up of officers who work on city-wide projects, or they develop the ideas for the regional conferences, the summer conferences, all this kind of thing.

So I would say that the main differences (and I'm not sure this still obtains because I think there's more interest in coed activities, and the programs in the YMCA and the YWCA being coeducational) are largely centered around physical education activities--swimming and that sort of stuff.

Morris: Those don't offer all that much opportunity for leadership development.

Heard: No development of leadership. It's mostly fun and games--health education, physical fitness.

Morris: In the 1930s and early forties were young women aware of an interest in leadership themselves or their own potential this way?

Heard: I don't know if they started with an initial interest, but they certainly had to take responsibility if they were in an organized group, to get the rewards of doing it. You see, one of the things that happens, I think, to people--and I feel one of the reasons why I've been so fortunate is that I got started in an organization that had outreach. Now, if I had stayed, for example, just in Phoenix--with a rotating board you'd be off in six years and there you'd be. You'd have to look for something else to do in the community. Having the opportunities as I did in the Bay Area that had three associations, and going up the ladder into the national, meant that I never really got out of the YWCA. I can think of maybe a dozen of my friends who were on the national board when I was who'd done the same thing. But this is rare unless you get to a national or regional level.

It could be an opportunity for a girl who got out of high school and didn't go on to college. She could go into a business or industrial girl's club. When the YWCA was structured differently, we had business division, industrial division. When I was president of San Francisco YWCA, we had that kind of a setup. In the industrial it was mostly household employees—a large section were household employees. So that in itself gives you an idea of the change that has taken place.
Morris: I should say so. There are several questions I want to follow through here. I think I'll take the first one because I was thinking about it coming over here this morning. As you and the friends that you mentioned who did the same thing, were going through the chairs and the various branches of the association up to the national level, did you ever think about it consciously as increasing opportunity for accomplishment and influence—Like a man in a business career?

Heard: No, definitely no. A young person once asked me, "How do you get started?" Her husband happened to have just been chosen as a Big Brother. And I said, "Well, if he does a good job in this, then somebody who's in that will recognize this and suggest that he be invited to be something else." Before you know it, you're either in over your head or you're not in at all. And that's the problem.

Morris: You get in over your head.

Heard: Yes, you really do. You really are involved, because so many things one does are interrelated. Bartlett's often saying to me, "I don't see how you can do all the things that you do." Well, that's not difficult, because each one enriches the other, and you bring a broad experience. I think one of the big problems in any organization is to get people thinking beyond the parochial level. It's one of the first problems in a board. Some are always saying, "Well, my agency," or "My this," or "I know that," or something that's always from a little background of experience.

Heard: That's why I think it's exciting. I've had great satisfaction in my life because I've been in groups where you could bring to bear on a problem a tremendous amount of background and experience that you've had, and, at the same time, you had to try to relate it to a new situation.

Morris: It almost sounds as if it may be easier to manage time and to actually get something done at a regional or national level than at a local level.

Heard: I suppose it depends on what the focus of the agency is. Some are pretty pinpointed, others are not. If you take Comprehensive Health Planning, for example, it covers the globe. I was on that agency for all the years of its existence. I don't feel that anybody who was connected with it thought that we had answered too many problems, because the government impositions keep changing, the
Heard: rules keep changing, the problems keep changing, the number of people who want to get something out of you keeps changing. You never feel that you're on top of the situation or that you've really achieved an awful lot, although you know you've met the code requirements.

Morris: Going back to how do you get started, in the teen program at the Berkeley Ys, did you actually take on leadership of a specific group of girls at one point?

Heard: No, I had all these other things to do.

Morris: I can believe that.

Heard: No, we tried to recruit advisors from wherever we could get them, I guess, but we're fairly particular about who is selected. We don't just turn any kook loose on a group of teenagers, so you do a certain amount of screening of individuals. But you know how difficult it is to get leaders for youth groups. The Boy Scouts is just screaming to high heaven right now that they need more leaders because they could have more troops if they could get more concerned adults.

Morris: Were there other organizations offering activities for young women when the Y was so active?

Heard: Mobilized Women, but that was a center. No, not that I know of at the teenage level, except school activities, of course--I presume there were a lot of those.

Morris: Were you particularly interested in what's now classified as the girls at risk?

Heard: No. I would say that YWCA, maybe up until recent times, has been concerned very largely with the normal girl who has normal needs for activity, and leadership development, and companionship. If a girl got in trouble it was probably Crittenton Home's problem, or something like that. Although, as I told you, we did have that family life education committee. But that was considered very, very far out in those days. Of course, now it's considered par for the course.
Need for Early Childhood Education

Heard: I was just reading some material in the national children's magazine put out by the children's department in the government, and they're still unhappy about the lack of education in schools. There's a fascinating article in this month's issue on what one should put into the education—physiological, psychological, and so forth, beginning way down in the fourth grade, or even earlier. And they encourage the children to ask questions. The headline of this article is "Do Animals Have Belly-Buttons?" [Laughter]

Morris: That's the classic beginning question of little kids, isn't it?

Heard: Yes, and how many things they've discovered where children say, "Well, I just don't believe that"—they don't believe that about certain facts of reproduction, and so on. So there's still a tremendous need. The YWCA, depending on the leadership in the association, does a certain amount of this.

I think the whole trend, because there are no stratified groups in the Y anymore—they don't even have the Y-Teens as such—is much more centered around interests, individual interests. So it's classes, and clubs, and physical education activities, and summer camps. Well, I really shouldn't try to describe it, because it depends from association to association on what their facilities are, and what their budget is, and what leadership they can corral.

Morris: You said there are now no longer Y-Teens, as such. In the early minutes I was reading, the young people's program was called Girl Reserves.

Heard: That's right. That was the first name. But then it changed a few years ago to Y-Teens. And there's still a student YWCA, but that's separately structured—that's the college age.

Morris: I was wondering if the change in name indicated any shift in program or organization matters?

Heard: Oh, yes, and just exactly what, you'll have to ask some—
Heard: body else.

Morris: I was wondering, from your recollections, what the Girl Reserves concentrated on.

Heard: Well, it was much more of a club-structured thing. That was in the days when we had statewide conferences at Asilomar. All of those have been given up, because local areas or the subregional areas developed their own conference ground, or travel was too expensive—a variety of reasons. So that the whole getting together kind of opportunity seems to have changed.

Morris: One other question on family life: Did the Y, on any level, participate in the process by which the schools finally did decide, in California anyhow, to have family life education as part of their curriculum?

Heard: I think there was just a general demand for it that finally convinced the schools that they wouldn't be blackballed if they did it. I remember I was invited to make a speech in Salinas before a group of parents, to try to explain to them what kind of material at that time (which is really noncontroversial in my book, at least) would be included in a course. That was at the high school level; we weren't talking about talking to little children about where babies come from. That would have shocked the parents beyond belief.

Then through the PTAs we began to infiltrate these ideas, but I don't think the national YWCA took a great deal of leadership. This happened because some of us who were on that committee were in spots where this was developing and could participate, I would think.

Working With Academic and Community Organizations

Morris: Organizationally, when there was a decision to start the Community YWCA in Berkeley, did this cause any friction with the older, established student association?

Heard: Oh, yes. I think that in one of those minute books it refers to joint meetings between the boards of the two associations. I think they were apprehensive that we would draw off too much support. They were so deeply immersed in student activities that I don't believe that
Heard: a lot of them were conscious of the fact that there was a Berkeley aside from the campus. Those were the days of Mrs. Koufax, Mrs. Campbell, Mrs. Barrows, and Mrs. Cadman—I was trying to think of some of the women the other day—and Mrs. Thorsen. They were all campus-centered. Many were wives of faculty. I don't think of anybody on that board whose husband was a businessman—very few in any case.

Morris: That's curious.

Heard: Well, I wouldn't want to swear to this, but this is certainly the feeling. And it still is—it is campus centered. You always get the wife of the president, and the wife of the chancellor, and wives of outstanding faculty people, and build around that, because their interest is students.

Morris: They are ready and willing to take on a board position as an adjunct to their husband's faculty position?

Heard: Well, they seem to. At least they have a big board. I'm on the support group, their Friends or something, that contributes a certain amount every year. There's a big list of people. So they maintain interest in the university community.

It's something like the Town and Gown Club. That was a real effort to bring the academic and the community leaders together. Whereas the Twentieth Century Club was much more community-centered, I think, at least in the years that I belonged to it.

Morris: In recent years there's been quite a conscious effort to involve college students, almost as part of their college activities, to become involved in the community with younger children.

Heard: That's right. They have a big community program, but that's not a club-centered thing necessarily. They give tutoring or they go into a group like the Family Service Agency. They do field work, is really what it amounts to.

Morris: I was wondering if there was any similar kind of service interest in the University Y in the thirties.

Heard: Well, we weren't that well established, so that I don't recall that we depended on students, although we must
Heard: have had some student advisors. This is so long ago
I'm really foggy about it. I tell you, my life is all
either pre-'64 or post, and I have just put so much of
that behind me that I have difficulty, unless I've got
minutes about things, even remembering it. One of the
things you learn in your life is that there's a time to
hang on and a time to let go.

Morris: Do you recall if it was at all the younger women on the
board who decided to start the Community Y?

Heard: No, they were all about my age at that time, or a little
older. If you look at the list of people you would see
they were women in their late forties, a good many of
them—not much older than that, but all of us were
related to community problems—working girls, non-
college.

Morris: Did you feel that the friction was repaired and
friendly relations resumed?

Heard: I think you ought to ask somebody now in the YWCA
whether there is any ill-feeling or not. I don't know.
We went our way and they went their way. I was never
involved in the student YWCA again, except when some
national person was here and I was on a program. That was
because I was national, though, not because of being
Berkeley. I really have no idea how much communication
or joint activity there is between them, but I doubt if
there's very much. But you're on the board—you ought to
know.

Morris: I think it's more a consciousness that it's an odd
situation to have a town of 120,000 people in which
there are two separate organizations of the same national
organization. That it's an odd situation that nobody
really has the time to take a look at and decide how to
work more closely together.

Heard: I think their clientele is so different. I don't think
it's a criticism of either one if they don't mesh,
because they aren't concerned with the same people. Now,
if there is a tendency for a lot more students to live at
home in Berkeley, which may be the case—

Morris: I think that's purely economic, and I don't know that it's
all that different from earlier years. For instance, when
you were a student you lived at home. There are more
Morris:  total number of students at Berkeley.

Heard:  That's right. A lot of students commuted in my day, and I presume they still do from the outlying areas; so they don't have much time to be in activities, either the student Y or any other.

Morris:  My observation from talking with a number of people from your generation, is that the tradition of working your way through college has always been a fairly strong one.

Heard:  Yes, I think a lot of students do things, whether they actually have to or not; some do them because they want the experience, because the first thing they ask you when you go for a job is, "What have you done?" And people are always complaining, "Well, how can I get experience if I don't have a job in which to get it?"

Alexander and Helen Meiklejohn

Morris:  You mentioned that at one point Helen Meiklejohn led a discussion group. I'd like to hear some more about that. I've heard a lot about her husband, but not really all that much about Helen.

Heard:  About Helen? Oh, she's a terrific person. She's a graduate of Wellesley. I think I told you that the first time I met her was the summer of either '19 or '20, when her father, Professor Everett who was head of the philosophy department at Brown University, came out here. Helen came out for a brief vacation, and she had just graduated from Wellesley and was doing that student-in-industry experiment. I think I told you, she used to get herself dressed up like an Irish washerwoman and go and work in a factory for a week at a time and then move on to another one. She was studying what subsequently became the student-in-industry experiment.

Morris:  I see. Was this something that Wellesley sponsored?

Heard:  I don't know whether it was just her own idea or whether Wellesley did sponsor it, because by that time she graduated. They may have had some such ideas, I don't know.

Morris:  Was the idea to get more women into industry?
Heard: I think it was to investigate the conditions of working women, because at that time we had the industrial department in the YWCA. Then Helen subsequently became interested in one of the government programs, and I cannot for the life of me remember what it was. It was something to do with working conditions and women's place in the working world.

Morris: In the twenties there was the beginnings of the push for special legislation to protect women and children. Maybe that's it.

Heard: I think that might be what she was involved in. Anyway, she had been employed in this activity before she married Alex, and she was apparently doing lecturing and so forth around here, and we got the idea of having her lead a Y discussion group. This was one of the most stimulating things. She is just a fascinating person, and I think there must have been about fifteen of us in that group. This went on for probably a ten-week period, or something like that. It was one of the interesting and stimulating things we did. In that funny little room up over the store--on Shattuck, where the Y was located then.

Morris: Was there any special conclusion that the group came to? Or any action that it led to--the Mrs. Meiklejohn committee?

Heard: Well, we didn't move into any political activity, if that's what you mean. No, I think we just intensified our own interest in the question and opened up problems that we were not previously aware of. Because we had business girls in the Community Y, industrial girls, obviously we were concerned about their future.

Morris: Did any of those young women participate in the discussion group?

Heard: No, this was a leadership group. It met in the mornings, I think between ten and twelve, and we had certain things we had to read. We had a good lively group. I can't remember the names of anyone who was in it. This is why I told you I turned all this stuff that I had on the Berkeley YWCA to somebody down there--the then executive.

Morris: Then did Helen marry Alexander Meiklejohn out here?

Heard: I'm not sure where they were married, but they came out
Heard: here when he started that school. I know Helen's sister, Marian, even better than I know Helen. Marian just died last winter. She was on the national board for years—all the years that I was on. She was very, very active in the national YWCA, so we had all this in common.

I remember when Helen Meiklejohn applied for membership in the Cosmopolitan Club in New York, Marian asked me to write a letter sponsoring her. I remember writing to the membership committee and saying that I'd developed an adolescent crush on Helen Meiklejohn when I first met her from which I'd never recovered. She is really an amazing intellectual person.

Morris: Alexander sounds like he was, too.

Heard: Oh, he was. He was terrific.

Morris: A number of people have referred to the school that he ran for several years out here as a really important part of their intellectual development.

Heard: His school at Amherst was another one. He was ahead of his time. Oh, I can name you a dozen young men who were touched by Alexander Meiklejohn: John McCloy, to just name one that springs to mind. Somebody said once that if you touched, at a certain period in our history, any of the men who were doing big things in this country you'd find something of Alexander Meiklejohn. He was at Wisconsin and Amherst, and then he had the school out here that failed. But I admired him tremendously.

Morris: How did he happen to come to the Bay Area?

Heard: I don't know whether it looked like a climate in which he could operate such a school or not. I can probably find out about this, though, because Charles Hogan, who was one of the students in that school and with whom I worked in USO, is now retired and lives here in San Francisco.

Morris: Florence Wykoff tells a marvelous story about her and her husband when they were first married. They lived in the same apartment building, I guess, that Charles Hogan lived in, and several other Meiklejohn adherents, and she was also taking classes with Meiklejohn. She said, "We had the Meiklejohn idea morning, noon, and night and it was very exhilarating."
Heard: Oh, exhilarating. Florence Wykoff I haven't seen for years. She's another interesting woman, I think.

Morris: You and she are in the same league, I think, in terms of keeping things moving in the community.

What particularly about Mr. Meiklejohn was ahead of his time?

Heard: His ideas. Well, I never studied with him, so I really think you should talk to Charles about it, but the reputation that he had was that he was just sort of far out, and that he was for freedom of speech, and freedom of activity, and freedom of discussion. Sort of like the World Book idea--the St. John's business. Of course, he was a philosopher. I think Charles would be the best person to give you ideas and insights. He was just a stimulating person to be around, and Helen was likewise. They were a great pair.

Morris: I gather that there was some feeling around the University that he was unsuitable and unscholarly?

Heard: Oh, yes, he was too far out. He would have upset formalized ideas.

Morris: He was particularly interested in this idea of continuing education and greater skills for working people, wasn't he?

Heard: Yes, so was Helen. And that's one of the things the YWCA is doing--it started that women's center. It has sparked a whole development across the country; well, Mills College has one--a training course for older women who go back into employment.

The whole women's working situation has changed since the thirties and forties. It's really only within the last fifteen or twenty years that many women have been working, and every year there are more going into employment. One thing, the number of divorces has increased enormously, and women are not afraid to go out and prove that they can do something on their own.

Morris: The watershed there, according to the literature that I've read, is World War II. Women came into the work force then because industry needed them. They were expected to go back home when the war ended, and that didn't happen.
Heard: Or even if it did happen, when subsequently they decided that they wanted to do something—their children were older—they had a skill, which previously they didn't have. So there are lots of things that women can do now that they would never have thought of doing before World War II.

Morris: Going back to the earlier era of women working and the Y industrial department: What kinds of interest did the Y provide for? You said there were a number of domestic workers.

Heard: I think that's a lonely job, and I would say that primarily it was great for them just to get together with a group of similarly occupied girls and talk over problems and have discussions—just really get away from the job.

Morris: Wasn't there also a period when the Y was running fairly structured classes in how women might work together to improve their working conditions?

Heard: You mean early union organization? We had a lot of that in San Francisco. I'm not sure that happened all over the country, though. That wasn't a national--

Morris: I was thinking of when you were with the San Francisco Y.

Heard: Oh, what's her name?—That big union organizer in San Francisco—Jennie Matyas. We had her around sometimes.

Morris: As staff?

Heard: No, just coming to meetings and talking with people. I think I told you about one of the big hassles we had. The San Francisco YWCA (and I think nationally) had this policy, that it was the right of people to organize. The San Francisco association went on record supporting this, and supporting union activities. And the teen department, the Girl Reserve department, wanted to have a bulletin printed. We had a limited budget, so they found they could get it done more cheaply by a nonunion partner. Well, we had a big, big discussion. This is what the YWCA often found itself doing, forcing you back: Do you believe in the principles, or don't you?

Morris: And if you believe in them, you've got to live by them?
Heard: You've got to pay the price. And I can remember this. Now, that's the kind of thing that Meiklejohn would do, or Charles would do, in things I've worked with him in over the years: "Well, this highfalutin rhetoric you've got--do you really want to see it implemented?" And when you begin to do that, you challenge old ideas.

The Rights of Farmworkers

Heard: The same thing used to go on in the Girl Reserve conferences at Asilomar. Whenever anybody questioned the farm program in the San Joaquin Valley--I remember, Charles was there and made a speech about some of these more liberal ideas; then we practically had a riot, and I had to calm down all those girls.

Morris: The farm program in the San Joaquin Valley?

Heard: Well, it's still going on. It's part of this Proposition 14--[Cesar] Chavez and the farmworkers.

Morris: Right. You mean just general working conditions for farmers?

Heard: Yes, and the right of people to organize and speak out for themselves and to improve their conditions. The farmers were up in battle array. It's never been heard of: "You're trespassing on private property and private rights," and, "This is my place and you do what I say," kind of thing.

Morris: Do you recall if back over the years there've been any special efforts to go out and provide Y kinds of activities for the daughters of farmworkers?

Heard: Well, it's pretty hard to catch them, because the migrant workers are here and gone. We did, I'm sure, because I know I've been to some meetings down in Fresno and different places where we were concerned about the fact that the children were not getting an education, and what could be done about that with a state that has a compulsory school education law. But that was a long, hard pull, too; and, I guess, it's still going on.

The YWCA in San Diego got in a lot of trouble at the national convention in '68 because we had Chavez there as a speaker. There were a lot of people that
Heard: criticized the Y strongly for that.

Morris: Now, was Chavez there as a convention speaker?

Heard: Yes, he was a convention speaker.

Morris: On what?

Heard: On his whole feeling about the rights of workers to organize.

Morris: Where did the trouble come from? From people within the Y?

Heard: Yes, from members of the delegations. And then outsiders, too, were very critical.

No, the YWCA is a courageous organization. We've really stuck our necks out a lot of times over the years. The first interracial, the first this, that, and the other thing--too numerous to mention.

Morris: Is this something that attracts people who are committed to these ideas, or is this something that one learns from the continuity of those who have gone before in YW?

Heard: Well, I think it's both. It attracts people who already are looking for a place in which to expound their ideas, but it's certainly a place for those of us who began young to develop, under the wise leadership of older women, a broader outlook on life and its problems. You get exposed to many things you never thought you would know about.

I remember once, for instance, when I was on the board in San Francisco--this was way back in 1936. I went to the Colorado convention--that's where I was elected to the national board. We had a girl on our board (I guess she was on our board) who was Spanish. In those days it was very difficult for Negroes to stay in hotels or go in restaurants or whatnot. We always clear a list, which we had in Colorado Springs; when we came back, this girl told us about the experience that she had, being taken for a Negro and denied permission to enter a restaurant in Colorado Springs.

Well, when you have something like that happen to a person you know and work with, then it hits right home. Then you never forget that. The same thing has happened...
Heard: to me with Howard Thurman many times.

Religion and the YWCA

Heard: Over the years, working and dealing with interracial or interreligious groups, you have to change your mind about things. I don't think you often hear in YWCA, except maybe in European countries which are more formal religiously, as much reliance on biblical proof for any idea you have.

Morris: This is customary in the Y, you're saying?

Heard: Well, in Europe, for example, the German YWCA is connected with the Lutheran church. In Belgium it's very largely Catholic. It depends on the country and the relationship between the YWCA and the government, I suppose, or the population. In Egypt the YWCA has a tremendous percentage of Moslem women. Well, that forces you to use religion in a different way than it does, for instance, in a largely--well, the YWCA in the United States has become practically nonsectarian.

Morris: That seems to be the case. Yet, reading that booklet on the religious traditions of the Y*, I note that for many years bible study was an important part of the Y. Was the move from the bible study approach to today's nonsectarian approach--was that process still going on in your early years on the national board?

Heard: I don't ever remember being exposed to a bible study in the YWCA. I told you I have a certificate of achievement from the Presbyterian church in bible study. But I think people depended more on their church affiliation, because at that time in the Y we had membership requirements. To be on a board you had to be a Protestant evangelical church member. So I don't recall any big struggles, because they just didn't occur until we changed the Purpose.

Heard: Grace Elliot said to me: Thank you for keeping the YWCA Christian. That really knocked me for a loop, because I didn't know what she was talking about, for one thing. But she meant that when we revised the constitution we didn't change the Purpose. It still is a Christian statement. And membership is open to anyone who realizes that and wants to be part of the fellowship.

Morris: And is the bible still specifically cited in national presentation or material and discussion?

Heard: I think it depends on the occasion and the person who's doing it. Now, the national always opens with a religious moment, a meditation, and I think lots of local YWCAs still do. I'm not sure that they all do, or that it's that religious--it might be just an inspirational thing. Because there must be on any YWCA board today a variety of religious backgrounds. At least I would think so.

Morris: I think that's true, looking at the Community YWCA.

Heard: I think I told you that at the San Diego convention, Beth Moore gave the opening address. She's a very skilled bible student, and she referred to a good many biblical illustrations. Somebody in the audience got up after her and said: How dare you make a speech like this when there are Catholics and non-church members in this audience? Catholics and Jews, and other people. Somehow the YWCA--maybe it's failing to keep this strong rootage.

Morris: Well, the bible is a fascinating document, looking at the influence that it's had, aside from, as well as in addition to, what it's meant in a religious sense.

Heard: Yes, but other people would say that the Koran is, too. When I was in Morocco, for instance, we found that almost nothing but the Koran was taught in either the university or the elementary schools. So it depends on what you've been grounded in. And one thing you learn, I'm sure, in being in a worldwide organization, or even a national organization like the YWCA, is that there are some things on which you can agree and others on which you can't.

[end tape 6, side 1; begin tape 6, side 2]
Constitutional Revision, 1949

Morris: You mentioned the constitutional revision for the Y. Was this a general overhaul of the constitution?

Heard: Yes. I want to give you this YWCA magazine for March 1949, about the convention in San Francisco when the constitution committee made its report. Then the world constitution was revised—there are some letters about that. I guess it was done in '55 at the conference in England when we made our report.

Morris: How did you get to be a constitutional expert and consultant?

Heard: I don't know. I used to think I wanted to be a doctor; but when I was working on all these constitutions—I told someone that I'd changed my mind, I thought maybe I'd be a constitutional lawyer. To me the purpose of a constitution is to put into technical terms the philosophy of an organization. So you see, if you work up through the philosophy part and you have any skill in writing, it might be inevitable that you get selected for something like this.

I was also chairman of membership in the national association, and chairman of the constitutional revision committee. Those sort of went together, too. There were a lot of things that made it sort of dovetail, and I suppose that I had time and ability, and that's what often happens.

Morris: How do membership and the state of the constitution relate to each other?

Heard: Well, you have membership requirements, particularly for memberships of associations.

Morris: Of associations into the national association?

Heard: In the national association—this is the national constitution I'm talking about. And then the world constitution, which is a much broader thing. I tried to find that song I wrote. I don't know where it is--
Heard: I think I must have thrown it away.

Well, the problem in a world constitution, which is much greater than a national one, is that you have two types of constitutional addiction in the world. One of them is the French, that wants to put in every word that you can think of; and, of course, they always leave something out. The British is our pattern, in which you say something as tersely and as sparsely as possible, and then you leave it to the courts to interpret it.

So the big problems and the fun in working on a world constitution is all of the different religious groups you've got; you've got the language groups; you've got the nuances. I remember one verse in this song I wrote was something about: But can you say the same thing in French?, because they just don't understand the same words. And in some languages there aren't the same words.

I think I told you about my experience in Thailand.

Morris: No, I don't think so. I'd like to hear that.

Heard: This was fabulous. I was the speaker once in Ridgewood, New Jersey, for the dedication of a new building. One of the people on the program was a rabbi who was head of the Community Chest, and he said, "On my way over here I was thinking of what I should say, and I thought of James Royce's concept of the beloved community. And in our town," he said, "we don't have a beloved community." Then he enumerated some of the things that separated people. But he said, "The institution that is nearest to a beloved community is the YWCA, and its general director is the chief exponent."

Later, when we were in Thailand I was invited to speak at the dedication of a new residence building. There was a big crowd of all the embassy people, and of all of the leading Thai women, and the YWCA and so forth. All the time the ceremony was going on the working women were, with baskets, going up and down the new building with cement. I thought, being such an interracial, inter-kind of group as the Thai community is, that this would be a good kickoff. So I mentioned this. And my interpreter—I fell flat on my face because there is no word in Thai for "community."

So you run into this when you work on a world
Heard: document. You run into either the lack of words, particularly now that we've got every little hamlet in as a member of the United Nations, or then the way to say the same thing in French or English or German.

Morris: You must have developed a considerable facility, then, with some other languages besides English.

Heard: You almost have to. There was a time when I could really do fairly well in both French and German. My French friends said, "You have a wonderful Paris accent."

Morris: That's a high compliment.

Heard: I don't know if it is or not.

Morris: If you're speaking to a Parisian. Tell me how you resolved this particular problem. I assume that if there is no word for community in the Thai language, there is then no concept in that country.

Heard: That's right. So you just go your separate ways. You have little enclaves. Which is true in almost any city. Right in San Francisco we've got the French, the Filipino, the Swiss--almost every consulate has got a little grouping of people that rallies around it, I'm sure. Of course, some are much larger than others.

Morris: What did the rabbi mean by saying that in Ridgewood, New Jersey, the YWCA--?

Heard: Because they pulled people together across differences. That's what makes a beloved community--you work on the things that are common and you don't hang up on the things that divide you. And you find that in most human situations there are things that you can work on together. It's quite true that someone will approach it from a different angle than yours, but that's what's kind of exhilarating about it, because you get a new idea.

Morris: And then what do you do--ignore the things you differ about?

Heard: You try to find a compromise. That's what the UN, what any community body's all about. You have to do that even in a local YWCA.
Morris: Yes, and again, although the problems may be minor from the point of view of national concerns, they may get more bitter because they are much more immediate one-to-one.

Heard: And you're exposed to personalities, which is less true on a wider scale. Although I'm not sure that that's true either, because the UN certainly has the same people sounding off.

Morris: There's one point I'd like to pick up. In talking about the Y as a courageous organization, you once said, when the tape recorder was not on, that you felt that you as a person had been able to be more forthright and get into more questions than you might have if you had lived in the town where your husband was employed.

Heard: I said I quoted Jane Addams and Mrs. Bowen. Mrs. Bowen was the chairman of Hull House, and she and Jane Addams used to come out to Phoenix in the winters. Mrs. Heard and I were having tea with them one day, and I forget now exactly what the issue was, but Mrs. Bowen was a very outspoken person in Chicago. I was feeling a lot of pressure in Phoenix, being in a fish bowl sort of existence. So I remember saying to her, "What makes it possible for you to take such courageous stands on such controversial issues?" And she said, "Because my husband's business is in New York."

So I've treasured that all these years, because I know that that's one thing that's given me a lot more freedom, and Bartlett, too, than we would have had had we remained in a smaller community where we were much more visible.

Morris: But you have both been very visible in your adopted Bay Area community.

Heard: Yes, but we're not under the same kind of pressure from a business organization on which your husband's job or livelihood or something may depend. I really feel a great deal of sympathy for a lot of women I know—why they turn out to be just bridge players. Because that's safe.
Friends Worldwide

Morris: Are there any things more that we should talk about about working with the national Y? Are there staff or board people that you felt really changed your life?

Heard: Oh, I think some of the friendships that I've had after working there for all those years—Beth Moore, for example.

Morris: Is this Tex Moore's wife that you are speaking of?

Heard: Yes, Mrs. Maurice Moore. She was chairman of the foreign division, and we were together in Beirut for the world YWCA conference. We went together to Damascus and followed the road St. Peter took in Damascus. We've been through a great many experiences together—USO National and such.

Morris: Tell me if the road to Damascus still offers any opportunity for revelation.

Heard: Well, I've been there twice. I would say that it seemed as though you were right back in Biblical times. We passed the Inn of the Good Samaritan. And you're caught up in—I remember we sat on the bed in Beth's room. There were four of us together: Mabel Cook from Washington, D.C., who was the big executive director there; Margaret Forsythe, who was the head of the foreign division at the national; and Mary Jewett and I. We read St. Paul's journey and his change of outlook. And you really feel as if you're right there, and it hadn't changed that much in those days.

Morris: That's nice to hear. I was afraid I was going to hear that there was a four-lane highway and a McDonalds hamburger stand.

Heard: No, it's still just that little winding road. And that's still one of the problems in Beirut, I guess—getting to Damascus and getting out of Beirut.

I'm going to see the head of the foreign division on the eighteenth in New York, and I want to find out what's happened to some of my friends in Beirut. I really need to ask.

Morris: There's a large American colony there, isn't there? And a university?
Heard: Well, of course there's AUB, American University of Beirut, which is partially closed down, and there's the women's college which is a Presbyterian college. Grace Elliott was acting president of it for a while. When Bartlett and I were in Beirut we had a schedule for every hour and every day. We have so many friends there.

Morris: In business?

Heard: Mostly in the universities and in the Y. We were invited to all kinds of places, and there are friends entertaining you. We had a fabulous time in Beirut.

Morris: Are these friends and acquaintances from California or are they world-wide acquaintances?

Heard: No, they live there in Beirut. For instance, we were supporters of American University for a long time. I don't subscribe to it any more because so many other things have happened. Steve Penrose was the president, and I knew his mother since I was a child. Then Steve Bechtel had given the engineering school. And Ernie Kump, an architect who's an old friend of ours, happened to be in Beirut when we were there once. Then I knew the executive of the women's college, and the Crawfords—he was then the president of AUB. Then, of course, there was the YWCA, and all kinds of activities to go and see: the school they had for teaching typing, the nursery school, and all kinds of things.

That's what's so wonderful about having been part of a world organization. You're never a tourist. I can't imagine just going on one of these cruises where you stop off for a few hours in a port, and the rest of the time you're on the ship and you play bridge or you eat too much. No, that's not my dish of tea.

Morris: It's a much richer kind of a thing the way you've done it.

Heard: Oh, no comparison. If you want to get to the bottom of what's going on in a country—the first thing I do when I get there is to seek out the YWCA and to talk with somebody about what's the scoop, what's really going on beneath the surface.

Morris: One of the things that's striking in the chronologies that you made of you and Bartlett is the fact that travel
Morris: and international acquaintance seems to be part of your life together from before you were married.

Heard: Before '64. Since '64 (that's why I keep saying pre-'64 and post) my life has changed completely in terms of travel, except to New York. Oh, we've been to Hawaii a few times, but in terms of these kind of trips we used to take--

Morris: You were married in the process of going off to England, and that seems to have set a pattern.

Heard: Well, I think Bartlett's idea then was that you went every three years to Europe. He and his family used to go every three years, and we decided before we were married that we would go every five. We thought that maybe that's what we could afford. But then the war came along and various things happened and we didn't go. It was five years out of our lives, yes.

Morris: Was it Bartlett's idea that travel was a suitable part of one's life at a certain stage and station?

Heard: I think he resented a certain amount of it, because he was dragged from the time he was eight. He was too young to understand French, and his mother was too busy listening herself to translate frequently, I guess. But, no, he enjoyed travel. He's a marvelous traveler; he remembers details and things that happened that I put out of my mind once they've happened. He can tell you intimate details of things we've done that I forget about because I've gone on to something else.

Morris: That's nice--when your memories complement each other.

Heard: Our doctor and his wife are just in India today and they're going to be there for three weeks. They take beautiful pictures. We're having a party on the fourteenth of November for the Scheers, the Dobrzenskys, the Meyers, and ourselves. Each couple is going to be allowed to show twenty pictures, no more. We had a party like this once before and it really was most successful, because you can get awfully bored just seeing picture after picture after picture. Bartlett and I are having a terrible time deciding between Burma, Thailand, Cambodia, or the Sudan, Egypt, and Kuwait.

Morris: But you're going to do it in a related part of the world?
Heard: That's what we were thinking—if you only have twenty that's about the best thing to do. But Bartlett will remember every detail about these pictures.

Last weekend Bartlett was looking over a lot of pictures trying to decide which area. But we have now, I think, agreed on Thailand, because of the temples in Burma. Of course, the Scheers have been there; they were stationed there for about three months when they were doing the dam in Thailand, but other people haven't been there.

Morris: Was it the fact that you'd already done some European traveling that made you interested in the world service component of the YWCA?

Heard: No, I hadn't traveled in Europe, although I was born in Illinois, lived in Canada, lived in Washington, went to college in Boston, came to California. As far as moving around I knew a little. No, I just think it was something I was interested in doing—looked forward to. Curiosity.

Morris: I noticed that you said that you attended a World Service Conference in Seattle back in the thirties.

Heard: Yes. I don't remember where that world council meeting met because I wasn't on it then, but there was a post-meeting up in Washington where people in the Far West were invited to attend and get a report on it. And that's like the teams that I've been on in Finland, Egypt, and Brussels after a conference: about three people are selected to go and meet with the local leadership, or statewide, or countrywide, or however they want to set it up, and report on the World Conference.

Morris: I'd like to wait till next time when I've had a chance to take a look at your folder of materials before we talk about the world activity.
IX UNITED SERVICE ORGANIZATIONS: A JOINT EFFORT

Organization and Operation

Morris: This morning I would like to ask you who first had the idea for, and how did you go about doing something about the USO [United Service Organizations]? It was actually set up before the United States was actively involved in World War II.

Heard: Well, the USO was founded by the six member agencies. In World War I there was no USO. The YWCA had a big role in World War I. We had an ambulance service and all kinds of things.

Morris: In addition to the American Field Service?

Heard: Yes. And the YMCA and the Salvation Army were very active in World War I. They ran campaigns and did all sorts of things. There was a great deal of criticism about overlapping and competition and overcharging, and one thing and another; so when World War II came along—and, you see, it was on quite a while before we came in. All of these agencies are international, so they were obviously concerned and involved. We decided that there was not going to be a unilateral approach to these problems but a combined activity.

Morris: International agencies had a sense that the United States was going to be a combatant?

Heard: In the war? Oh, I think that was inevitable.

Morris: Do you remember having that sense yourself and talking to Bartlett about it?

Heard: Oh, I think so. I think we were glad at the time that our son was still in prep school.
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IDLE GOSSIP SINKS SHIPS
Anyway, these six agencies got together, and we formed the United Services Organization, which is a corporation of which I was an original member—still am. And then there was the board selected by the agencies, and some people appointed by the President of the United States, who was the honorary president. I guess Harper Sibley was the first president—or was it Linsay Kimball of the Rockefeller Foundation, the first national president? We got to be very friendly. Harper was with Eastman Kodak. They live in Rochester, New York. He was a prominent businessman in the world.

So these six agencies came together and formed this corporation, and then we started setting up service clubs, before the war broke out. At that time the YWCA did not have a staff representative on the Pacific Coast. So I was asked to represent the YWCA in these trips around to set up service clubs. So that's how I got working with all of these other five national agencies at the staff level. And then Charles Hogan became the regional executive.

I see. So you went into that spot on an interim basis, while Mr. Hogan was being recruited?

Yes, while he was regional director, and I was associate. I thought I'd only stay a week or so, as I told you. Then Mr. Sibley phoned me from New York and he said, "Would you be willing to help?" And I said, "Well, I don't need a job, I'm not looking for one, but I'll be glad to help."

Well, the minute that the war broke out—we had already negotiated for certain club centers with the Federal Security Agency. The club building in Monterey is still being used by community organizations.

Does it still belong to the federal government?

I think so; as far as I know. I asked my sister the other day who it belonged to, and she said she didn't know, but the Monterey YWCA met there for a time.

I'd like to go back and ask what you remember about the negotiations between those six organizations to put together a new organization.

I wasn't part of the New York putting together of the six. When I came in, I was part of the operation of the
Heard: six, and deciding upon who would be the operating agency. You see, the JWB [Jewish Welfare Bureau]—they were not operating clubs, but they were co-occupants, very often with the YWCA. The YMCA operated a lot of clubs (that's their armed forces division, not the community Y). The NCCS [National Catholic Community Service], which had just organized, never had a women's division before, so they organized a women's division, and I think one of my proudest achievements was that the two NCCS women staff accepted me; because they were very suspicious of me, being a YWCA person.

Morris: And therefore a non-Catholic person?

Heard: No, not that I was non-Catholic, but that I would tip the allocations for administering the club to the YWCA; I would give preference to the YWCA.

Morris: In other words, they thought you'd see to it that the YWCA would get a piece of the action.

Heard: I don't remember how many clubs we had on the West Coast, but I also made a lot of trips. I went to New York—we had training sessions for the staff. I did inspection trips for national USO all over the globe. We established service from San Diego to Alaska the minute the war broke out, because we had all those little hidden military spots up and down the coast. There's still some gun emplacement centers out there around Golden Gate Park. It was a really busy time.

The main purpose of the staff meetings of the regional board were to develop the club centers and determine who was going to operate them. The Salvation Army and the YWCA operated a good many together. The YWCA and the JWB operated several together. But NCCS and YMCA were pretty largely independent operators. The Traveler's Aid didn't come into the operational part; they had information centers. There was a little house in the park in San Diego, opposite the Grant Hotel, for instance, which was one of the big centers, and there was one here in San Francisco. But they were mostly information and referral—I and R stuff.

Morris: When you say jointly operated, does that mean that the USO clubs, which were part of every community and
Morris: military base during World War II, were operated jointly by one or another combination of these six agencies?

Heard: That's right.

Morris: That's fascinating. How about negotiations and agreements and working relationships with the actually military services?

Heard: That didn't ever seem to be much of a problem. Because USO was the organization, and we had regional staff if there was anything of that level other than working with the immediate location where you brought the military into the club. That was where the local club came in—they worked with the bases in their vicinity. But as far as arrangements—the employing of staff, the allocation of staff, the policies, and so forth—that was all done regionally and nationally.

Morris: As a regional staff person, did you have need to talk actually to the people who were operating the big base outside Monterey?

Heard: Oh, I helped get that club down there. I remember I went down in the rain. Floyd Stewart happened to be one of the Special Services officers down there, and he took me around. You see, we negotiated for that FSA building in Monterey—we didn't have to find a club.

   Or, for instance, I went to Tonopah, Nevada, and we had to find a facility. There are air fields—an air base around there. Not more than a hundred girls of junior hostess age within a hundred miles.

Morris: Some places there were clubs actually on the military base.

Heard: Not USO. No, we did not operate on the bases. Those would be military service clubs. Every base, I think, has its own recreation setup. TI [Treasure Island] has a fabulous one; so does Alameda, and so does the Presidio. They have a wonderful setup of clubs and activities, and they have their own Special Services staff. There are a lot of women in Special Services now that do more or less what the USO clubs do.

   But the USO clubs are for off-post activities, not on-post. In the San Francisco Bay Area, for example, the big, big load in normal times—I mean
normal movement, not war necessarily—is with the navy. Whenever a ship comes in we have hundreds of men cramming into our clubs. In between now and March or April there's only one ship anchored here, and that has three hundred men on it. So our door count's gone way down.

There was a lot of enthusiasm on the part of girls to be junior hostesses in those days. We made a policy on them. I was up in Tacoma, Washington, and we had a policy that no junior hostess could be younger than eighteen years of age. I met a red-headed high school girl, who was about seventeen, and she said, "What is this all about? Before you came up here, I walked my legs off for the men in service, and now you say I've got to be eighteen years of age before you'll even let me look at one." [Laughter]

But the main thing, I would say, that the national staff conferences did was to set standards which we all agreed on. I think that in the USO history the YWCA will be listed as having contributed most to the standards of professional leadership. And the JWB the same—the training. They were the two outstanding agencies. The NCCS was just formed at the time of the war, and they had never had any military activity before. Their idea of a club director was to get somebody who'd been a football player in college, or that equivalent. So there was an awful lot of learning to be done.

Integration and Isolation

As I think I mentioned to you, we had separate Negro clubs. This was something that we worked hard to do something about. This was one of the things that I spent a lot of time on. I remember being in Columbus, Georgia—it was the first time that Negro and white women had sat down together in the same room.

This was you sitting down with the Negro women who were running the club?

Leaders from both clubs.

Tell me about that experience.
Heard: Well, I had several of those.

Morris: What kinds of feelings were there about those first meetings?

Heard: Very tentative. I went to a YWCA conference in Houston, Texas, and there was a Negro woman on our national board, a lovely person, and also a white woman. We met in the white woman's house, and the Negro woman was there for the discussions. The white woman's husband was an architect and he had designed the Negro woman's house—her husband was a newspaperman. The white woman invited us (Grace Elliott was there with me) to dinner or something, and the Negro woman invited us to lunch. The Negro women in that Negro woman's house did not sit down while we were there having lunch. They just stood around. Now, you can try to deal with that and be normal and easygoing, but it's impossible. There's so much inbred etiquette, or something, that takes a long time to get over.

Morris: Were the Negro women who were standing—

Heard: They were board members of the Negro YWCA; this was a YWCA thing. The same thing happened in service clubs all over.

One of the things that we did after we started that off-post recreation for the armed forces was to tackle this question of activities in clubs (because by then they were integrated) that could be done by mixed groups. Because all they thought to do was to have dances. We issued a little pamphlet on recreation in the clubs' activities, which I think was a real big contribution.

Morris: How long was it before some of the Negro women were comfortable actually sitting down?

Heard: I don't know that they still aren't. At the national board this was always true. We have always had national staff members who were Negroes—national board members. But I know it was hard for some people, on the national board even.

Morris: Both white and black?

Heard: Yes. It was a very strange world in those days. Well, it still is. You only have to hear the uproar in this
Heard: neighborhood over Negroes using the park—that's why we've got a one-way street and a bicycle path. This happened recently. And I must say they've misused their privileges to some extent, but I don't know what else you do when you live in a city in a little hovel and have no place to run and play.

Well, to go back to USO, we had the normal amount of put and take and pulls; yet I think, on the whole, that USO, certainly in this region, moved very smoothly and we had a minimum of friction between clubs and staff. Each one had its idiosyncrasies.

The Salvation Army, for example—you didn't do certain things that you could do in other clubs. And some clubs were more popular than others. San Diego, for instance—you could hardly stand upright in that club.

Morris: With half the Pacific fleet going in and out of there.

Heard: Yes. The Salvation Army had the big club at Camp Roberts, and that was a huge club. It was an interesting and valuable experience.

Right now the USO is in a turmoil because we are living in an antimilitary mood in this country and we are at peace. But our overseas operations are in great use and there are demands every week for more clubs, more clubs, more clubs. Because the morale problem, particularly in Germany, is very severe. There's very little mingling with the population, and there's the language barrier.

And a lot of the young servicemen are married and have got their families there, which is true here, too. So one of the things we're developing is a wives' program in the USO. You'd be surprised that many of the wives whose husbands are stationed at Alameda have never been to San Francisco. The USO's organized bus trips to various places, and family things.

Morris: Speaking of the idea of community, I've heard the military described as kind of a subculture—they often live their lives with very little contact with the world around them in a peacetime situation.
That's right. Well, there's another thing—in a peacetime situation they have more liberty. They're also paid much better. And the whole idea now of us being a volunteer army, or navy, or air force, has changed their attitude. They don't have to depend so much. They're, I think, a little more sophisticated group. I can remember going to the theater one night—during the war this must have been, or maybe more recently in San Francisco—and a young serviceman and his wife sat beside us. He had never seen a live play; he came from some little town in Idaho where they never had a theater.

So there are all kinds of things that they are taking advantage of when they get to a city that has these, and they're not as dependent on the USO as they used to be. Also, it's terribly hard to get junior volunteers— their families don't want them to. There's no urge to walk your feet off for the servicemen.

In the organizational stages, was there any pull and haul in the aspect of women's organizations working with men's organizations? Did you ever have any sense that the men wanted you to do the chores and they would take the glory?

The only women's organizations were the NCCS women's division and the YWCA, and they were pretty strong enough in their own right. So I don't think we ever felt stepped on.

Or felt that you weren't consulted about things?

Well, the YWCA over the years, until just the last reorganization, has been in charge of training the junior volunteers. It's had a real impact.

Now, I would say that when we had a joint occupation it would be in a big club. And therefore—we'll say it was the Salvation Army and the YWCA, or the YWCA and the JWB—each would have its assigned role. Let's use the Salvation Army and the YWCA as an example.
Heard: The Salvation Army would probably be the operating director. That means that they would be responsible for the club facilities and so forth. And the YWCA would probably be in charge of the program. There was a delineation of the duties which was clearly outlined before you took over, so there wasn't much conflict, I think. The most conflicts were at the regional or national staff level, when people were fighting for their turf or something. It was a peaceful operation in a war period.

Morris: Because the troubles were so great out there, in the war?

Heard: I think that the inexperience of some of the men that they appointed in the NCCS, for example, was one of the things we had to help them with, because they'd never had a service of this kind; so they didn't have the recreation directors that the YMCA had, or the YWCA had. Margaret Mealy, who is now head of the Catholic Services and she's in Washington, D.C., and Marie Thompson, who's not now living, created that women's division. They were unsure of what they were doing, I suppose, in the beginning, and I really felt it was important to get their confidence, and have them feel that I was their friend and wasn't going to slight them in any place where it seemed they were the logical agency to go.

Morris: Did the Catholic welfare association establish this women's division in order to have a role in the USO?

Heard: Yes, NCCS Women's Division.

Morris: Why did they make it a women's division?

Heard: Because they wanted to compete with the YWCA. You see, they had a comparable role then, and a comparable place. But they had no comparable experience, so they had to really prove themselves. Which they did—they were a good group.

Morris: What had the parent organization in the Catholic community been?

Heard: I don't know. I think it just operated out of the Catholic centers—whatever the Catholic church does, they've been part of that.
Morris: With a youth program and whatnot?

Heard: Yes, with their youth program. Goodness, when you go over to St. Mary's Cathedral, where I went the other day for the United Way trustees' meeting—that's a huge place, and they can have all kinds of activities going on there, all at the same time. So I'm sure they have an enormous program.

Morris: I'm curious as to why the Catholic organization felt the need to do this, but the Jewish welfare organization apparently didn't. They had a coed—

Heard: JWB? Oh, they were in the USO.

Morris: But that was not a women's division or anything like that?

Heard: No, but then the Jewish Welfare Board always had women and men, as far as I know. I don't remember who any of them were, or that we did or didn't consciously have them. But this is a very strong and, I think, a great organization. Their training of leadership and their level of the philosophy of group work is just outstanding. I have a very high admiration for the JWB.

Morris: They have a long tradition of community effort—on an interracial and intercultural basis, too.

Fund-Raising and Budgetary Problems

Morris: Where did the budget come from for this infant organization?

Heard: Raised nationally. And then local drives. They were part of United Way—never get enough money, but we're supported by a hundred and two, or more, community funds across the country. We've never taken any government money. We have no relationship directly with the DOD (the Department of Defense).

One of the things that's brewing now is that some people are advocating that the USO national move from New York to Washington, D.C., so that we could be closer to the United Way, which doesn't support us adequately, and to the DOD, with which we don't want to have any
Heard: affiliation as agencies. Most of us feel that the move to Washington would mean the end of the USO as we have known it. There's also, in some minutes I got yesterday, the fact that eighteen or more clubs that the YMCA still operates are going to be taken over and operated directly by USO. USO operates all of the overseas clubs--hires all the staff and does all the things that a designation used to do.

So there's a lot of change going on, and I don't know how it's going to come out. That's one of the meetings I have to go to in New York and scream my head off about it.

Morris: Was budget a problem in those first years?

Heard: No, I think our budget problems have been related to the peacetime years.

Morris: I was wondering about starting a new organization of that size--if the member organizations would have come up with some of the money for the original budget?

Heard: I don't remember where we got the money. No, I think there was just a campaign. There were big slogans all around about, "Give to the USO." And, of course, the military raises a lot of the money. For the United Way, last year they raised something like $840,000 in the Bay Area.

Morris: Individual military personnel?

Heard: Individual appeals through the camps and so forth. Of course, they have a lot of other activities on the camps--they have Boy Scouts, and all kinds of external agencies on the camps, but not USOs.

Morris: Is there, across the country, any indication that military people are better or more consistent givers to Community Chest than other parts of the community?

Heard: I don't think so. It depends on how close they are to a community which can get in touch with them. In the Bay Area here we're close enough, and they are involved. Whenever we have a budget hearing, for instance, before the United Way, we always take a general or an admiral or a military person along to make a presentation.
Morris: In uniform?

Heard: Yes, and we have them on our board; USO board here has representatives of all the forces at the command level. We don't have any sergeants. So that you have an entre to the decision-making process. There's no point in having a little sergeant who can't do anything; people at that level, servicemen, are on the operating committees in the clubs, where they're concerned with the program and make suggestions for it, and that sort of thing. But not at the policy-making level in relation to personnel, budget, and all the things that we worry about.

We never have enough. We've got a $22,000 deficit right now.

Morris: For the Western Region?

Heard: No, for the San Francisco Bay Area.

Morris: Oh, dear. That's a good-sized piece of change.

Heard: That's a good-sized piece of change, is right. And I don't think people are as interested in military men as they once were, either. They feel they're getting paid and so why should we give them anything. Also, there's a lot of feeling across the country that United Ways don't want any money to go out of their community, so the support for national organizations is diminishing. You know, all the health organizations withdrew from the United Way because they could raise more money on their own.

It's interesting, at the trustees' meeting of the United Way the other day--there's a new film, they've produced it this year, which is a series of interviews with just plain citizens, some pro- and some con-United Way. That's the first time I've seen anything like that. Have you seen the film?

Morris: I haven't, but my husband's office was sat down en masse to watch the film. The president is a stalwart supporter.

Heard: What did he think about it?

Morris: They were looking for their friends and acquaintances in the film. I think they were interested. They
Morris: came home and talked about it, which they don't normally do about United Way.

Heard: Well, I think that maybe because of the fact that it was more honest, that it was both pro and con. The agencies are unhappy about it because there wasn't a single agency mentioned. It was all the reactions of citizen givers. So how they will get around that another time I don't know, or whether it's that necessary.

Morris: If it produces a good response this year, I would think people's complaints would disappear.

Heard: Yes, I would think so. Well, we'll never get $24 million, but that's the goal—that's the need.

Morris: That would be everybody getting what they'd asked for.

Heard: That they will never accomplish, because there are always more "asks."

Morris: Well, in the general theory of fund-raising and fund-giving, aren't discussions about budgets to see if budgets are being efficiently used; isn't that a basic part of it?

Heard: Yes, but the pressure's also on the United Way to take in more and more agencies. Now, for example, in southern Alameda County, there are all kinds of little groups—ethnic groups, nationality groups, language groups—springing up. Part of this is because people are afraid to travel distances. The downtown centers are not as busy as they used to be. So the neighborhood wants to get their group together. There must be fifteen Spanish-oriented groups, or Filipinos.

We've also got a rule: you've got to have an equal number of donors, agency members, and citizens. Now, that's terribly hard to get—ethnic mix—because the people at the working level can't come to budget hearings during the day, and if you have them at night the donors won't come. Anyway, last year there was a Filipino girl on this USO budget hearing in San Francisco. All she wanted to know was how many Filipinos used the facility.

Morris: In all requests?
Heard: Well, in the one from the USO. That's all she was interested in. She had no questions about how many people we were serving, were military men coming, and what numbers, and what kind of mix, and so on, and so on. You know, this is really very distressing to an agency. Because you don't get intelligently concerned people always, no matter which one of those three groups they represent, as members of the budget panel. It's a lot of work to be on one of those budget panels, you know. They have to do a lot of reading; they have to make these visits; they have to bone up on it; they have to somehow make a choice between the things they would like to do and what's feasible. So I don't think I want to be on a budget committee. I think I'd much rather be on the outside screaming, "Don't you understand? Don't you know we need more money? Why don't you give it to us?"

Time for Personal and Family Life

Morris: One more question about the USO, and then maybe we should wind up for today. When you went into that staff position, how did Bartlett feel about it, and what changes did it make in the operation of your household?

Heard: I don't think it made any, because Brad was away at prep school, Helen was in private school, and we had a live-in housekeeper. Bartlett was a warden. We were just busy.

One day (this is a funny thing) Bartlett, Bradford, and I were going over on the Shattuck Avenue train, and I was talking very animatedly to them about something on the job. The man who was sitting across the aisle came up to me afterwards and said, "I'd like to offer you a job. Would you be interested?" I was absolutely taken aback. Brad and Bartlett were just agog, you know. They said no, they'd already hired me, or words to that effect. But that was when they were recruiting people for all these kind of wartime leadership jobs. I was really taken aback by that.

Well, I never really intended to stay long, for one thing.
Morris: You considered it a temporary job from the beginning?

Heard: Yes, I really thought they'd get some trained person in a week or two weeks. I never, in my wildest dream, thought I'd be there for fifteen months. But I don't know what else I would have done in the war; and then it also was a very good experience to be on the other side of the desk.

Morris: In what way?

Heard: Well, there's quite a difference between being a board person and being a staff person, no matter how much we talk about teamwork and everything. Some of the volunteers came in with gifts and were canteen operators, and all this sort of thing, still in the Lady Bountiful tradition. A lot of them were sure they had better ideas than any trained person had. They didn't know that I was not that trained, or that I was that trained. [Laughter]

Anyway, I enjoyed the experience, but I finally did resign after Charles Hogan left and we got another director who I wasn't that enthusiastic about.

Morris: I see. So Charles was only there for a short time?

Heard: He was there most of the time I was there. I think, probably, a full year or more. And then he went back to England; he was head of the Seamen's Institute in England. He left the USO and went back to England to this other job.

Morris: Was he born an Englishman?

Heard: No, no, he's a Californian; he was born in Oakland. But after college he had gone to Oxford, and then had gone with Meiklejohn—I forget; he did quite a lot of interesting things. I don't remember all of his Who's Who. And then he was at the UN for a long time. He was head of the nongovernmental organization section in the Economic and Social Council.

Morris: Going back to your own time and energy: Being in that job for the USO didn't take any more time than you had been spending in your other activities?

Heard: Well, look what I'd been doing since '40, when I was western regional chairman of the YWCA.
Morris: Did you resign from a few things while you were doing that USO job?

Heard: I don't recall doing so. I probably was just inactive in some things. The USO was what I was concentrating on. But, you see, a lot of the things I did in USO were still combined with some of the YWCA trips. I can hardly divorce them, because when I went to the community level I was both things often. Although, if I went to a place like Tonopah, it was just on a USO assignment to find a club facility. Oh, that was wild.

Morris: In Tonopah, what did you finally end up with?

Heard: We found a warehouse, I think it was, that we got. It was just a little, tiny town. The hotel was raised above the ground, and at six o'clock the wives went inside and the black-dressed ladies of the night came out. It was a great, great place for prostitution.

Morris: Because of the military base?

Heard: Yes. And then I was also in Hawthorne, which is close by. We'd go to both those places; we had a club in Hawthorne, too.

Morris: Did you do anything, or get involved with the city fathers, in trying to move the prostitutes elsewhere?

Heard: No, we were just trying to get a club where there'd be some alternative to going to a house of prostitution, I guess.

Morris: Is that one of the reasons for the USO?

Heard: I don't think so, but I've never been in a place where it was so obvious as in Tonopah. In fact, the hotel manager said, "I wouldn't go out after six o'clock if I were you." I can't remember who we dealt with, but whoever was involved in space available.

Morris: My recollection of Tonopah is that it's a very tiny town--the remains of a mining town.

So you had your household well organized. You had somebody there?
Heard: Yes. I've always been very fortunate in housekeepers, except that last one I had who was not competent enough and was always getting sick. That was one of the reasons we decided to sell our house. But I've always had people who stayed a long time—six, eight years. I had this wonderful German housekeeper; I think she was there for ten years. Then we always had Irene, Miss Irene who lived with us for years.

So running the house, unless we were doing a lot of entertaining, which you didn't do during the war—no, I didn't have all that much worry about the household.

Morris: You had routines established so they knew what to do if you were out of town?

Heard: Yes. And then Bartlett was commuting back and forth to Phoenix a lot. One of the things that I think contributes to the fact that I was so active in those years was the fact that we had decided that we could not live in Phoenix. The children were in school, so we decided that Bartlett would do the traveling, back and forth. He spent a lot of time in Phoenix.

Morris: Would this be two or three weeks at a time?

Heard: Oh, maybe two weeks at a time.

Morris: Every couple of months or so?

Heard: Oh, maybe oftener than that. So it was really important for me to have things to do on my own to fill in those weeks alone.

Morris: That's true, and that's an interesting comment, that I think more women have to deal with nowadays, with men doing the kind of traveling they do for many jobs.

Heard: Right. Actually, we've been more together since 1964 in the things we've done, than we were before that time—at least since we started Photo and Sound and various other things, opened an office up here.

Bartlett looks so hale and hearty, but he really isn't. In the early years when we came to Berkeley he didn't do anything much—a few odds and ends and things. We didn't have to, so there wasn't that
Heard: pressure. We'd talk about his going back and finishing college, but he really didn't have the energy to do it. He took an awful beating in that climate in Arizona. He went down to Santa Barbara to a famous doctor down there; he went through Dr. Rowe's clinic. Dr. Rowe finally said, "You're better alive with allergies than dead without them." And I think he's allergic to almost everything, not as much now as he used to be. But it was a difficult period for him, and it was good that we each had things that we were interested in doing.

So we've never had any differences about this, and he supports me in everything I do. Although, now he thinks I try to do too much, which I'm quite sure is true some days. Things come in bunches, though.

Morris: Yes, I would think he would be concerned about you. How is he as a sounding board for the kinds of ideas you think through in various activities?

Heard: Well, depending on what else we have on our minds or our calendar we talk about them. But I'm on the board of our company and I sit in on all the policy meetings and everything. I've always done that. So we do relate on our affairs. And then if we have something interesting on the side that we want to talk about, we do. I try out on him letters that I'm writing to people, and he does the same with me. I do most all of the correspondence; I do the letters to Dr. Johnson and those kinds of business.

So we have a lot of things that we do jointly. We're both on the Heard Museum, and we're both on the Santa Fe board, and we're both on World Affairs membership things. There's just a lot of things that we're in together. Now, he's going tomorrow to the delegates' meeting all day with me. We'll go to the chancellor's tomorrow night. So we try to do things together when it's feasible.

But there are so many business affairs that Bartlett has to tend to. Now they've just passed some new laws in Arizona--they want all the changes in trust that go back to the 1920s. So they've been working like fiends for days, and the lawyers in Phoenix are phoning, "Where's this document? Where's
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heard: when Bartlett gets home, he's fed up to the teeth with some of this stuff, so I try to dig up some other thing.

And we're both terribly interested in athletics. We watch football and baseball, and we watch politics—I suppose you were glued to the debate last night, too.

No, I went to a calligraphy class that I've been wanting to take for a number of years. I finally found one, and signed up for it, and it met last night for the first time.

Well, we listened to that debate, and we do a lot of things. We read together quite a bit—I read books.

To him?

Yes, I'm working on a couple. And articles that we're both interested in.

What sort of things do you enjoy reading together?

Well, I think I read articles from various magazines. We were reading a book that's up at the lake—I left it up there so I can't say that we've progressed very far on it—on politics. And we read articles about foreign affairs, and just general informational things. We get an awful lot of mail, and just the minutes of things—the Santa Fe minutes came the other day and they're about that thick. Well, by the time you go through those, and talk about what the museum is doing—or we get the minutes of the committees from the Heard Museum, which we try to keep up to date on. There's an awful lot of just kind of routine stuff that we have to do.

But I think we both miss the opportunities to travel. And then since our son's death, Bartlett's been so involved—we've got so many little odds and ends of stuff that we'd hoped would be cleaned up by this time.

That's a shame. That's kind of things happening backwards.
That's right. I don't know whether you are interested in any of this stuff [referring to papers], but it might give you a little insight into my writing ability.

These are a series of letters that I wrote home to Bartlett in 1953 when I was on an executive committee meeting. There's that silly song that we made up, too, in there. After that was over I met two friends, Connie Olney and Francis Rogers, in Portugal and took them around Europe.

Then these are some speeches I used on various occasions. And a few Asilomar things. That's kind of the logos. I've got to call Elizabeth Gordon and get some information out of her. I was working all morning on the Pavilion project at the hospital, and she hasn't sent in her stuff.

You've recruited her to work on that?

No, we're honoring Walter and Elizabeth as Pavilion honorees. We have about twenty couples, I think it is now. That's just one of the little odd jobs I do on the side.

[end tape 7]
RETURN TO BERKELEY IN THE 1920s

[Interview 5: October 14, 1976. Both Mr. and Mrs. Heard were present.]

[begin tape 8, side 1]

Berkeley Playmakers

Morris: I'd like to pick up today with where we had left off a couple of weeks ago when we were talking about Mr. and Mrs. Heard establishing themselves in Berkeley. One of the things I didn't really understand as clearly as I would like is the Berkeley Playmakers.

Bartlett Heard: Well, Winifred's largely the Berkeley Playmakers. We had been affiliated with the Little Theater (you know about that) in Phoenix. She had directed and I had acted in it, and we had really developed it down there. We came up here in 1924, and I don't remember how long after that--

Morris: Were you thinking of it as providing some culture for the city of Berkeley or more as a recreation that you both enjoyed?

Winifred Heard: That. [Laughter]

Morris: As recreation?

W. Heard: No, this really was an outgrowth, as I think I told you, of Professor Baker—who was then at Yale, but who had a famous Harvard workshop—coming to the University of California in the summer of '23, I guess it was. Yes, I'm sure it was '23. We were in the Allens' house. I took a course with him, and out of that grew an interest in starting a little workshop theater kind of thing, with original plays. So the Aronovicis and various other people—I think in this book of Pettitt's it mentions
W. Heard: something about this—you know, Berkeley The Town and Gown of It. We did only original plays—one-act, original plays.

Morris: Were there many of those being written by local people?

W. Heard: Yes, it was surprising how many people we had. Whatever material I had from it, I gave to you, and I think I suggested that you talk to Carol Aronovici who still, as far as I know, has that costume supply shop on Alcatraz Avenue. We carried this on for, I don't know, a year or more; then we sort of ran out of writers, and some of the people moved: Hartley England moved to Santa Fe; one of the men who was on the Chronicle who wrote a couple of plays stopped. So it just sort of died a natural death. It also died because we didn't have a place to go, and that was because Irving Pitchel moved away from Berkeley. What was the famous Berkeley little theater?

B. Heard: The church down below the campus there? It's on the corner of Dwight Way and Fulton, it seems to me.

W. Heard: Well, anyway, there was a little theater which Pitchel had for a long time in Berkeley.

Morris: Was it a church that had been converted to a theater?

W. Heard: It was converted to a theater. Louis Pizarillo and a lot of people who'd been active on the campus were in that group, and they did three-act plays. It was a regular little theater.

Morris: Weren't they known as the Pitchel Players?

W. Heard: Yes, I think that was right. Then he moved to Hollywood, so that's what stopped that little theater. Then ours just died, too. But it was fun, and it gave an outlet for people who were writer hopefuls—aspirants. But I don't remember if you acted in these up here or not.

B. Heard: No, I didn't take part in them.

W. Heard: I directed a couple, and I was secretary of the company.

Morris: That's what the playbills that you gave us indicated.

W. Heard: Well, that was a brief episode in our lives, but it was fun.

Morris: Did you ever take part in the staging side of things?

B. Heard: No.
THE PLAYMAKERS

The Playmakers, formerly the Playshop, is an experimental theatre in Berkeley now in its fourth season. Originally it grew out of the work in Playwriting and Play Production offered in the University of California Summer Session by Professor George Pierce Baker, then of Harvard, and in so far as possible was conducted along the same lines as the 47 Workshop.

In the three years which have elapsed since its inception, many changes have taken place and The Playmakers are now the only community group in America doing purely original work.

The Playmakers' season consists of four bills of one act plays, three or four on each bill depending upon their length and suitability, of which none can have been produced before. The plays are obtained from a contest held every fall in which a prize of thirty dollars is offered for the best original one act play and fifteen dollars for the second best. The Playmakers reserve the right to produce any of the plays submitted and if produced requires that the author submit copies of the play for each member of the cast. Dramatic critics and representatives from various publishing houses attend the productions and have purchased several of the plays during the last three seasons.

Membership in The Playmakers is open to all who are interested. Season tickets for the four productions are one dollar and fifty cents and may be obtained from the secretary, Mrs. Bartlett Heard, 19 Bridge Road, Berkeley. Productions are given at The Playhouse and therefore in accordance with the fire regulations of Berkeley, each person attending the production must have a membership card. Associate membership cards may be obtained from the secretary for ten cents and when presented at a production entitle the purchaser to attend upon the payment of the regular fifty cent admission fee.

The Executive Committee of The Playmakers is its governing body. It is elected by the members at the last production of the year and consists of the following members.

President .................... Mr. James Ingersoll
Vice President ............... Mr. Richard Melville
Secretary ...................... Mrs. Bartlett Heard
Treasurer ...................... Mr. Robert Scott
Chairman of Actors .......... Mrs. George Bell
Chairman of Directors ...... Mrs. Carol Aronovici
Scenic Director .............. Miss Laura Marshall
Round Table .................. Mr. Lionel Stevenson
Publicity ...................... Mrs. J. E. Armstrong

The Playmakers offers opportunity for work in acting, directing, stage settings and thru the Round Table for the reading and revising of plays submitted thruout the year. The Playmakers is anxious to have the names of all those who are interested in taking an active part in the organization or in merely coming to the productions. The first production will be given at The Playhouse, November twenty-eighth. May we have your membership and that of many of your friends as soon as possible, in order that this unique community venture may continue to grow.

Sincerely,
Mrs. Bartlett Heard,
Secretary
The Playmakers, an experimental theatre organization in Berkeley, offer a First Prize of thirty dollars and a Second Prize of fifteen dollars for the two best One-Act Plays submitted for production during its fifth season, 1928-1929.

CONDITIONS.

1. Plays must be original, not adaptations, and not hitherto produced.

2. Plays are to be submitted without the author's name. Name and address of the author are to be enclosed within a sealed envelope bearing only the name of the play. At the request of the author, manuscripts will be returned at the close of the season.

3. In addition to the prize winning plays, The Playmakers reserve the privilege of producing any of the other plays submitted. In case none of the plays submitted seem worthy of production, The Playmakers reserve the right to make no award.

4. Authors of plays produced during the season are requested to furnish complete copies of the plays for actors and director and for the permanent files of the organization.

5. The judges in the contest are George Warren, dramatic critic of The Chronicle, Mr. Samuel J. Hume, Director of Avocational Arts for the State of California, and a third person to be announced later.

6. All plays to be considered must be received not later than September first, 1928, by Mrs. Bartlett B. Heard, 19 Bridge Road, Berkeley.

The Playmakers plan four productions next season as usual. Membership tickets will be as formerly, One Dollar and a Half, and can be obtained from the Secretary, Mrs. Bartlett Heard, 19 Bridge Road, Berkeley. It is hoped that you will continue your patronage the coming season and that you will help The Playmakers by bringing to the attention of your friends both the Contest and the opportunity for membership.
Morris: With one-acts, I imagine the play is much more of a concern than building sets and fancy props.

W. Heard: I suppose we never had any very fancy props, did we, dear?

B. Heard: No. [Laughter]

W. Heard: No, it was rather simply staged. Maybe Carol has more stuff. I haven't talked to him for twenty years; I don't know. In the book Pettitt doesn't mention too much about him. One thing I remember was Carol's mother, Mrs. Aronovici (this was when we were still in the Allens' house). She used to call me up and have long, long conversations—monologues. If I was making a cake, and I had it in the oven, I remember just setting down the receiver and going and taking the cake out of the oven [laughter], coming back, and she was still talking and hadn't even asked me a question. So that was just one of the amusing sidelights. She was more of a mover in the little theater than he was; he was quite young then. I don't think we ever knew him very much, but he sort of carried on after.

B. Heard: Who was the one in the Greek Theater? The fat boy. Somebody after Sam Hume. Didn't he have something to do with it?

W. Heard: No.

Morris: Sam Hume used to stage the big pageants in the Greek Theater.

W. Heard: I was on that list when I was in college. But no, he had nothing to do with this project. I'm not even sure that Sam Hume was still here when this was going on.

B. Heard: No, I don't think so.

Morris: Was he then involved at UCLA? Didn't he help set up a theater school there?

W. Heard: I don't know. But I know the man who was with him went to Ohio.

B. Heard: That's the one I'm speaking of—the fat one.

W. Heard: Short, a younger man—Frederick McConnell. He went to Ohio. I think he's still there, as a matter of fact. Maybe not by now.

Morris: Later on there were a couple of theater groups with Berkeley people, who also were San Francisco people, who were doing social protest kind of theater.
W. Heard: Not us.

Morris: You didn't keep track of all the little theaters?

W. Heard: No, that was our last theater involvement. Now why, I can't tell you, except that it was. Well, I suppose one of the reasons was that Brad was born in '25 and we got involved in a whole lot of other things. And then Bartlett wasn't well all these years. And I wasn't well when Brad was born; in fact, I practically cashed in my check. Then we moved into our house on Bridge Road and, I don't know, we just got involved in other things.

B. Heard: The only real time that we got into that was later when we started Photo and Sound, of course. There was a certain amount of production in that, in doing these commercial shows we did. Winifred and some of the girls got together and did some little songs that we used.

W. Heard: But you directed the production of many of those training films. You did the one on butane, and I don't know what else. I guess that's probably the reason Bartlett got his outlet in theatrical interest in Photo and Sound. That's why it was such a fine company for us.

B. Heard: We covered that last time.

Family Life

Morris: We touched on it a little bit. When the tape ran out, I posed a question to which I got opposite responses. I said, "When the children were small, did you do any conscious thinking or discussing of how you thought children should be raised and what kinds of expectations you had for them, and what you thought made a good children's life?" You, Mr. Heard, said you discussed it a lot, and Mrs. Heard said no. [Laughter] Could we pursue that?

W. Heard: I don't think we did really discuss it a lot because we mainly agree.

B. Heard: There wasn't too much to discuss.

W. Heard: One of the things that we always did when the children were growing up was have summer vacations as a family. And because we had a fairly formal life at home during regular school years, we spent two summers, for instance, up at Diamond Lake. We took a
W. Heard: housekeeping cottage and the children had to learn to do things.

Morris: Household chores?

W. Heard: Chores: cooking, washing dishes, cleaning up, and so forth. Every summer, until the children went to camp for part of the time, we did things together. Then, when they got back from camp we did things.

No, we had very firm ideas about our family as a unit. For instance, one rule we had all our lives was that on Sundays we did things as a family. The children didn't go off to movies, or they didn't do things that broke up our family group. This was a firm rule as long as we had the children at home.

B. Heard: Then in 1939 we all went to Australia on this trip which was a month—New Zealand and Australia and up on the Great Barrier Reef.

Morris: Was that the first time you took the children overseas?

B. Heard: That's right. First and only time. Well, we went to Canada in 1947, up into the Canadian Rockies.

W. Heard: We've been to Hawaii lots of times.

B. Heard: Not with the kids. Not until they had our grandchildren.

W. Heard: No; of course, we stopped there a week on the way to Australia, and we stopped there when we came back. We took Brad and Barb and the two older grandchildren one Christmas.

B. Heard: Two years—'60 and '61, I think it was. But the trip to Australia—you see, they were quite young.

W. Heard: Helen was eleven and Brad was fourteen. It was just before he went to Thacher that fall.

B. Heard: We were going to go to New Zealand in August and, of course, this was the wrong time of the year to go down to New Zealand; it was wet, and rainy, and snowy, and everything else. So instead we went up to the Great Barrier Reef in very primitive conditions—a tin roof house and out-plumbing and whatnot. We had to wade in from the boats. We were about the only Americans up there. Most of the Australians take a winter vacation up there; there were people from the newspapers and teachers and so forth, and an Australian family with children that the kids got quite well acquainted with. It was a very nice international experience.
W. Heard: Brad went to a Boy Scout Troop meeting there. We always tried to expose them to enriching experiences.

B. Heard: When Bradford was in high school—you see, because of Helen's polio we didn't have a regular educational procedure because she couldn't go to school all the time. That's why they went to Bentley, and then she went to Heads. But Brad started in Willard. I think you covered that one?

Morris: That the public school was not up to your expectations?

W. Heard: No, he wasn't learning enough.

B. Heard: So that's when we decided he should go to Thacher. My family wanted me to go to Thacher. So we did that, and I think he learned more at Thacher than he did either at Cal or Harvard.

W. Heard: Well, it certainly prepared him for getting into Harvard Business School.

Morris: Because so many other students there were planning to go into professional kinds of studies?

W. Heard: No, it was a different atmosphere; you were there to learn. Also they have great sports. He was on every team at Thacher in his four years. One of the things that he loved most about that was that he owned a horse. The freshman year he had a horse, they had kind of a stable thing, I guess. His second year one of the boys who graduated as a senior the year before had a very spirited horse, and the only person that he said was eligible to have that horse was Brad; if Brad didn't take it they would dispose of the horse— I mean sell it or something—because they didn't think anyone else could be trusted with him. So for three years Brad had this wonderful horse.

And he and three other boys had what they called the 4H Club. Alston Hayne (of the Bourne family in San Francisco) and Brad went to Europe together in '48 and visited the Killarney Isles, which the Bourne family owns.

B. Heard: Lakes of Killarney.

W. Heard: Alston Hayne, Roy Holland, and Bill Wooden. The only reason that Bill Wooden got in was that his middle name was Hartman. All of these boys had ranches in the family and in Arizona, that was the criterion. Roy Holland still lives in Arizona or Maine. Bill Wooden was the director, for many years, of the museum in Tucson. He used to bring his snakes to Thacher with him. I remember those awful boys—they had to wear a jacket and
a tie at dinner, and one night they put snakes around their necks instead.

Instead of ties. Good heavens! [Laughter]

Bartlett and I went down, and Helen too, to Thanksgiving or family weekends at Thacher, so we kept in pretty close touch with what was going on.

With a bout of polio, could Helen participate in any of the kinds of sporting activities that her brother enjoyed?

She took tennis lessons; I remember I spent a lot of time taxying her to tennis lessons.

And skating.

I don't think she had any real physical disability.

She has a little hip problem, but I think the main thing--and it's haunted her all her life; she shows the scars--is that she had a psychological reaction, because in those days the only thing they could do for polio was to give spinal injections. Unfortunately, Bartlett and I were in Chicago. I say unfortunately for her understanding of the situation. Her grandmother was here with her, and Miss Irene. She was down in the Berkeley health records as a serious case. She had this spinal injection twice, and that's a pretty traumatic experience for a six-year-old child.

So she's been afraid of anything that might hurt her ever since.

Anything new, her first question has always been, "Would it hurt?"

Physically I don't think she was handicapped by it, but it did limit her participation in things.

In the thirties, polio was a major disaster.

Oh, it was a disaster. It was frightening, frightening. The other thing that made it bad traumatically was that we were quarantined, Brad and I, and we arranged that Mrs. Heard could go to the hospital every day; but that was not her mother or her father coming. So this made for a certain amount of unhappiness in her mind, I think. Well, I know it has.

Was that year a particularly bad polio year? Were there a number of children who got it?
W. Heard: The son of Dr. Donald, Sr.'s nurse was the first case and Helen was the second. Why in the world and how she got it nobody knows, because nobody could have led a more sheltered or protected life. There were a number of cases; I don't really know how many there were. It was the beginning of the notoriety about polio, and, I suppose, what prompted more research, so that now we have shots. Our grandchildren, for instance, had polio shots when they were little and there's no anticipation of their ever getting it.

Morris: It's hard to remember sometimes how serious some diseases used to be that we now feel we have under control.

B. Heard: This was 1934. This was the year that Winifred was back in Philadelphia at the YWCA convention, and I was in Chicago--had a responsibility in the Arizona exhibit at the fair. So we were both back East that summer. Then we got word in Chicago that Helen had polio, and Winifred flew back and I drove the car back alone.

W. Heard: Bartlett couldn't even come home until we got out of quarantine. It was really a kind of a hard, hard time.

Morris: Did you have to stay in your house? The public health department was afraid that you might be contagious?

W. Heard: Yes, we had a sign up on the door. And there was just Mrs. Heard going back and forth to the hospital.

B. Heard: This is what I don't understand--why they let her do that.

W. Heard: Because she was elderly, and they didn't think that this affected older people.

Morris: In 1934 we called it infantile paralysis, remember? We old folks didn't get it.

W. Heard: We were really protecting Brad, because there was a real apprehension that he might have contracted it, too; because heaven only knew when, how, or why Helen got it. So it was worked out that Mrs. Heard could go back and forth, and Brad, Irene, and the housekeeper, and I were quarantined. And Bartlett was wandering over Texas and so forth on his way home.

Morris: You mentioned Boy Scouts in Australia. I wondered if either Helen or Brad were involved with Girl Scouts or Boy Scouts?

W. Heard: Brad was a Boy Scout here in Berkeley. Helen was not a Girl Scout.
Morris: Did they involve the fathers in the troop activities?

B. Heard: No, not particularly. Brad never got very far in scouting. They were a little annoyed with us because we went off to Australia.

W. Heard: Oh, yes. Skip Dunlap, the great leader.

B. Heard: He had Troop 7 here at Berkeley and he was very proud of it. He had more Eagle Scouts than anybody else. And we took Brad off to Australia--

W. Heard: Instead of going to Boy Scout camp and getting badges.

B. Heard: And poison oak.

W. Heard: Then Brad went to Thacher, and Thacher frowned on anything like that--outside activities.

Morris: Why?

W. Heard: Because they had so many of their own. He didn't have time to go down to Ojai to be in a Boy Scout troop when he was involved in everything, as well as studies. Thacher was a very rich curriculum. Brad had music, and he had chorus down there--a quartet. He was in shows. One of the English masters used to read to them at night around the fire; so they had Dickens. They had a cultural input as well as an athletic one.

I think it was a great school. I think Brad was lonely sometimes--would have enjoyed being at home. But he certainly said many times to us that he was grateful that he had gone there.

Morris: You said that you lived kind of a formal life at home.

B. Heard: That's a little bit strong.

W. Heard: Well, certainly not as formal as your mother's household, but by that I mean we had a cook, and Miss Irene. There was a certain obvious formality in meals and comings and goings because of this. It wasn't like when we went up to Diamond Lake and just had a housekeeping cottage to ourselves.

Morris: Did the kids enjoy that kind of country experience and doing things themselves?
W. Heard: Oh, I think so. They were very devoted to each other. Helen, particularly, simply worshipped Brad. I think she has found it very, very difficult to accept his death.

Echo Lake: Berkeley Enclave

B. Heard: In 1930, Mrs. Heard's sister, Mrs. Riebe, and Admiral Paul Riebe (he wasn't an admiral at that time) started to build a summer home up at Echo Lake. Mrs. Riebe, Paul, I, and Mrs. Heard's father built the house in nine days.

Morris: In nine days? Heavens!

B. Heard: Paul was in the Dental Corps, and he was sent all over the world. So when they were gone, I became more or less responsible for the place at Echo. In 1937 we put in a water system.

W. Heard: Tell her about the trail you put in which is still famous.

Morris: Is that the trail along the east side of the lake?

B. Heard: No, the trail up to Saucer Lake that I had marked and cleared years ago. The point is that we spent quite a lot of time in those years up at Echo, and Helen and Brad were up there a lot. They enjoyed that type of activity—going fishing and all the rest of it.

Morris: Would you take them up to Echo sometimes when Mrs. Heard was off on other chores?

B. Heard: Yes.

Morris: Echo is considered wilderness territory, pretty much.

B. Heard: Above Echo, not Echo itself; it's the Desolation Valley above Echo.

Morris: Then you go through Echo to get to it?

B. Heard: That's right. Around Echo Lake is one of the Forest Service rental areas. The Sprouls have a place up there.

Morris: Do you know how Echo came to be such a Berkeley encampment?

B. Heard: Well, there's a Berkeley camp on the hill at Echo.
Morris: Did that come before or after so many Berkeley families started to have places of their own up there?

B. Heard: The Berkeley camp isn't too old. Of course Kleeberger had the Boy Scout camp up there very early.

W. Heard: I don't really know how some of those families started. Paul had this lot that he owned when he was in college.

Morris: Was he a Berkeley person before he went into the navy?

W. Heard: He graduated from Cal.

B. Heard: No, he wasn't a Berkeley person before--he came from Wisconsin. And then he went to Stanford, also.

We spent quite a lot of time at Echo. I did more than Winifred, because she was usually doing something else. But you went up, too.

W. Heard: Of course. You make it sound as if we lived separate lives [laughing]. I'm not as fond of Echo and roughing it as Bartlett was. I think one of the reasons that we got our house in Tahoe was because by that time it wasn't really feasible for us to depend on Echo, because the Riebes were back here and they used it. It really isn't set up for two families. So we wanted to get a place in that area, but independent. Certainly the house we have at Tahoe is a far cry from Echo, but it has suited our family.

B. Heard: Still, when Dave, our grandson, goes up to Tahoe, he is always anxious to have a chance to go over with Paul to Echo.

W. Heard: That's partly because he likes Paul so much. He always wants to see Paul.

Morris: Did you build one of those local stone houses?

B. Heard: No, this is in Dartmouth Cove. It grew all topsy: it started in '30, and then it was rebuilt in '40, and then they added something on to it later on.

W. Heard: A guest house, which blew down.

B. Heard: That's what I'm talking about. That one blew off a cliff.

W. Heard: But the house itself is quite commodious, don't you think?
B. Heard: Yes, it was just a small rectangular house, and it's been added to. They let it stick out of the back, and so forth.

W. Heard: And it has a big barbecue, a stone terrace, and certain amenities. It has inside plumbing and things, which Bartlett has helped with over the years. But it was pretty primitive in its early days. I don't know—I'm really not that crazy about going up and cooking on a wood stove. I had that in my childhood.

B. Heard: We didn't have a wood stove. We had butane.

W. Heard: Butane! I know.

Morris: Thanks to Mr. Heard.

W. Heard: That's right.

B. Heard: We didn't have anything to do with butane in California.

W. Heard: Except that you wanted to put it in up at Echo.

B. Heard: But the Riebes were away a lot—in the Philippines, and in China, Europe, San Diego (which was quite a ways away in those days), Washington. So quite a lot of the time I was responsible for the maintenance of the cabin, and we spent a lot of time up there.

The Claremont Area Development

Morris: Was it before or after you were building that house up there that you decided to build your own house, started looking, and ended up on Roble Road?

B. Heard: We bought the lot from Mr. McDuffie in 1934.

Morris: Do I understand that that part of Berkeley around Roble Road was pretty undeveloped at that point?

B. Heard: No, I don't think there's been hardly any change. Then there were houses over on the Taylor property that Mr. McDuffie, Les Rogers, and I developed. You know, up on the hill there was a big house?

Morris: No, I don't. That's what I'm interested to find out about—that part of Berkeley.
B. Heard: Just across the street from the McDuffie property, up off Tunnel Road on The Uplands. This lumberman named Taylor had a big house that covered the whole hill.

W. Heard: Twenty servants' rooms.

B. Heard: At his death Mr. McDuffie, Les Rogers and I bought that estate and subdivided it. That was the main thing that was developed in that period. The Shumans' house was built before ours, wasn't it?

W. Heard: It was just finished about the same time we started.

B. Heard: And then Mrs. [Bernice] May's house was later. All the development up on the highlands came much later.

W. Heard: On Roble Road itself, on our side of the street, I don't think there were any new houses built. But on the upper side of the street there have been one or two, and particularly down at the end where the Rogers live. But when we first moved there, there were so many doctors on that road—Dr. Legge, Dr. Richards, Dr. Black, Dr. Hitchcock, Dr. Dickey, Dr. Mead. They were threatening to change the road's name from Roble Road to Lysol Alley.

The McDuffie property was never divided until fairly late in the game. I think in the beginning there were twenty-six acres, Bartlett?

B. Heard: The Richards' house was the first one—Dr. Richards.

Morris: Was he the first one to build a house on the McDuffie property?

B. Heard: No, the McDuffies originally owned the Ward house, and then they sold it and built the big house.

W. Heard: Yes, and began to develop their famous garden. The part that we bought was their formal rose garden. It was a very formal area. Much of the stonework was there, although Tommy Church modified it to our needs. The terracing was there, the garden house was there. We put in the recreation area, didn't we?

B. Heard: Yes.

W. Heard: People were horrified that the McDuffies, in the Depression, were having to sell anything. Lots of the neighbors were saying, "I wonder what those barbarians will do to this place?" They had a requirement that it had to be Mediterranean architecture, which, I think, really only meant that you had to have a tile roof.
B. Heard:  White walls and a tile roof.

Morris:  When had the McDuffies first put together their estate—the original piece of property?

B. Heard:  I have no idea.

W. Heard:  I think I've told you about the time when George Celestre was getting his citizenship. George planted all of the trees. I think he developed all the property. Somebody asked him how long he'd been in this country, and he said, "Twenty-five years." And they asked, "How long have you worked for Mr. McDuffie?" He said, "Twenty-six years." [Laughter] Mr. McDuffie used to love to tell that tale on himself.

Morris:  So originally there were twenty-six acres?

B. Heard:  I don't know how much acreage there was—I don't think it's that much.

W. Heard:  I think it was. Anyway, that's what we were told. It's a big piece of property, honey, when you think of all the houses.

B. Heard:  There's the Legges, and the Richards, and the Wards.


B. Heard:  There's quite a little bit down below the garden.

Morris:  Running over toward the Oakland line?

B. Heard:  No, running down towards the East Bay MUD [Municipal Utility District] property.

W. Heard:  Which has never been built on.

B. Heard:  There's a lot below. Then there are a couple of lots that were sold.

W. Heard:  And the man reneged on them—over on The Uplands. It's a very difficult place to get into, which is nice.

B. Heard:  Oh, there is that little house the architect built down below the Shumans. Remember, it's kind of levered out over the creek?

W. Heard:  That's right. So it's a big piece of property, dear.

Morris: Did the McDuffies always intend to sell some of that land?

B. Heard: I don't think so. Except that they built a house, and then built another house. I'm not sure if they built the Legge house and lived there or not.

W. Heard: I don't think so. But the part that we had was part of their garden. They used to have big garden tours, through this big rose garden, which had a teahouse, which, subsequently, we had to take down because it fell apart. But it was a very formal, beautiful, beautiful setting.

Morris: I have heard that the McDuffie gardens were remarkable.

W. Heard: Oh, absolutely marvelous. So that's one of the reasons that Bartlett got interested—not competitive, but he liked growing things and he began to develop these California natives.

Morris: I'm curious: if you put all the time and effort and thought into developing a garden of that sort, when they came to sell some of the land, why did they sell the gardens instead of some of the other part of the property that was undeveloped?

B. Heard: I think the first piece was the Richards', which was up on Tunnel Road. The whole thing was developed by Olmsted and Dawson of Boston. They had a plan for the whole acreage which had an axis; the big poplars were on the axis. This big rose garden had a very large semicircular wall, and then the garden house. Up at the top, way up, there was a swimming pool.

W. Heard: Which is the Richards' property.

B. Heard: That was quite separate, actually—it was up on Tunnel Road. They built on the perimeters first. The Legges' was on the corner there, and the Shumans' was over on Upland. Then we came along, and I guess the Richards, and the--

W. Heard: Legges, and the Shumans.

B. Heard: No, the Legges had been in there for quite a while. The Legges were not part of the Depression sale.

W. Heard: I don't think the Richards were either.

Morris: What about the Luther Nichols house? Is that on part of that original property? It's on the corner of Tunnel and Roble. His son, also Luther, still lives there.
W. Heard: We never knew the people. But Luther Nichols did live there.

B. Heard: Well, it's not part of the property.

W. Heard: It was in the core, wasn't it?

B. Heard: I believe it was. The Richards' house was about that same time--I remember it being built.

W. Heard: That's right—it was. Jean Richards and Brad had a telephone wire—you know, one of those two-way telephones—between their rooms.

Morris: The wire with the tin cans on the end?

W. Heard: I guess so.

B. Heard: I think they were a little bit more elaborate than that.

Morris: So the Depression forced the McDuffies to sell off part of that land?

B. Heard: Three pieces were sold off: to the Richards, the Shumans, and the Heards. The Heard's was the first one that was really in the heart of the property; all these others were out on the periphery, around on the road. It didn't interfere with the property. The Legges went out on either Tunnel Road or Roble Road, and the Wards and the Shumans went out on the Uplands.

W. Heard: The only person that used this little private driveway was George Celestre to get down to his cottage.

B. Heard: So we were the first ones that were, what you might call, in the heart of the property. The others were on the outskirts.

Morris: Fine. That gives me a much better picture of it. How did you decide on this piece of property? Had you already been looking for a place to build your own home?

B. Heard: I can't even remember. It's been so long.

W. Heard: Well, 19 Bridge Road was too small, that was the main reason. This was just after Helen had the polio, and we wanted more room and more space. We liked that neighborhood and we belonged to the Claremont Club. Most of our friends, I guess, were in that neighborhood.

B. Heard: It's not the Claremont Country Club.
W. Heard: It was a social club—they had bridge parties and dances.

B. Heard: Still going, I guess, isn't it?

W. Heard: Oh, yes, it's still going.

Morris: Is it now more of an improvement club? Those are very big again.

W. Heard: No, this is a separate thing.

B. Heard: No, they took quite a lot of interest in the restrictions on the property and so forth.

W. Heard: But it wasn't because that was their main function.

Morris: In other words, you were already living more or less in that part of town and were part of this club?

W. Heard: Yes, on Bridge Road. It's just a little block that goes into Alvarado. Alvarado comes first off Tunnel and then it swings around and goes up the hill again, and there's a little block that's Bridge Road. So we could just walk over when they were building the house.

Morris: How neat. So you were a member of the club and heard that the property was going to be available?

B. Heard: I don't think that had anything to do with it.

W. Heard: I don't really know how we knew anything about that property.

B. Heard: Could have been through Les Rogers, although he didn't have anything to do with Duncan McDuffie's company. I can't tell you.

Morris: The other half of the question is whether the McDuffies would have been rather particular about who they sold some of that land to?

W. Heard: Oh, I think they would have. Because if neighbors called us barbarians—you can imagine. Well, the McDuffies were so widely known and their garden was so world famous that the very idea of having somebody come in and build another house in that core was almost more than they could take. I'm sure it was a very difficult decision for the McDuffies. They were terribly pleased with what we did with the property and the use we made of it.

Morris: You said there were restrictions on it.
W. Heard: Well, we can't mine the lot.

B. Heard: There's a big rock up in the corner of my wild garden. In the deed for the property it says that we cannot mine the rock for the gold that's in it. There's gold in it; there's no doubt about that.

W. Heard: And it had to be Mediterranean architecture.

B. Heard: And of course, at that time, there were race restrictions on it, which were later invalidated through the courts. There were quite a lot of restrictions—approval of the architecture, and so forth.

Morris: Did you have to submit your plans back to the McDuffies?

B. Heard: I think so, if I remember.

W. Heard: Another thing that made this property appealing to us was the fact that Bartlett's mother was still living and spent a good deal of time with us. We wanted a guest room, a wing, that gave her a feeling of independence, but yet was in the house. And we had all these collections—a Chinese collection and all the colonial things that were in Phoenix—that were just waiting for us to have a place to put them. So Bartlett drew the plan for this house, with it just built around the rose garden. So actually, it didn't destroy the looks of the property, particularly.

Morris: So in a sense the house makes a background and fall for the rose garden.

W. Heard: That's right. And before Bernice's house was there it was really much less cut up. It was actually the Mays' house that started to break things up.

[end tape 8, side 1; begin tape 8, side 2]

Building a House

Morris: Tell me about the building of the house. You actually drew the plans up?

B. Heard: Well, we just did a rough sketch of what we wanted to do and submitted it to Bill Wurster. But it was followed pretty closely, in a way.
W. Heard: Except that bumming room which he thought we could eliminate. When the bids came in higher than we had anticipated, we said, "No way, no way."

Morris: Now, tell me what a bumming room is.

B. Heard: What they call a recreation/playroom now--family room. It was a big room. We had linoleum on the floor with games in it--horseracing games, hopscotch, and various things in there.

Morris: Was it designed only for the children's activities?

B. Heard: For any activities. We had World Affairs seminars there. We've had AID [Agency for International Development] International Hospitality groups there.

W. Heard: And the Recreation Commission. Dinner parties.

Morris: It was a big room for entertaining as well as recreation?

W. Heard: It could seat a hundred people.

B. Heard: First was the three-car garage and the furnace room and storage; then on the next floor was the bumming room, and the laundry was next to it with sinks and various things so that we could entertain there.

W. Heard: Pingpong table.

B. Heard: The main floor, the third floor, came out on the terrace, with the guest room at one end and the living room in the middle of the back line. Two galleries connected the living room and the guest room with the main house. They were fairly narrow and had a lot of our antique collections and a thousand feet of bookcases.

The main part of the house on the ground floor, so-called (because it was really the third floor), was the dining room and kitchen, breakfast room, and maid's room and bath. And there was a powder room, which could be used for a guest room. The second floor was our master bedroom, with big dressing rooms for both of us, and a sewing or wrapping room.

W. Heard: Oh boy, do I miss that.

Morris: Now that's interesting--sewing or wrapping.

W. Heard: We had a table with rolls of wrapping paper and all kinds of closets to keep things in--Christmas wrappings, for linen, for storage--
B. Heard: Then there was a library on that floor. There were fireplaces in most of these; in fact, we had about seven fireplaces: the guest room, the living room, the buming room, the library, our bedroom, and the children's study.

Morris: Could you design those so that they all went into the same flue and chimney?

B. Heard: No, there were four flues.

Morris: Fireplaces mean something special to you?

B. Heard: Oh, Mrs. Heard likes fires.

W. Heard: Well, darling, you grew up in Arizona. I have never seen a fire in any of the fireplaces in Casa Blanca, except in the bedroom that we used. But I grew up in Washington at a time when you heated your house by fireplaces. Fires have always meant something to me. One of the little altercations that Bartlett and I often have at Tahoe is that I would like to have a fire lit and he doesn't see any need for it.

B. Heard: It's not cold enough.

W. Heard: A fire doesn't mean the same thing to him.

B. Heard: I have to clean out the fireplace [laughter] and you don't.

Morris: And split the kindling and all of that.

B. Heard: That's right.

Morris: Is part of that the fact that Arizona does not have much in the way of wood?

B. Heard: Oh, they've got quite a bit. The Indians used to furnish the mesquite wood--bring it in through the town in their wagons.

W. Heard: I don't think the fireplaces work very well in Casa Blanca, is one reason probably. But the bedroom that you and I used (not in the guest house, but in the main house) had a fireplace that worked, and we used that sometimes.

B. Heard: I think there were about five fireplaces. There were all these big stacks sticking up out of the roof, I remember.

The library was really what you might call a living room, because we had a lot of books and a fireplace and a television, and so forth.
Morris: It was the family get-together place?
W. Heard: And your desk.
B. Heard: And then the third (really the fifth) floor was the children's floor. It had Brad's room on one side and Helen's room on the other, and a guest room or maid's room. Then they had a library/study.
W. Heard: It had a fireplace and a piano.
B. Heard: They were up there—it was their floor.
W. Heard: They had a deck out of Brad's room where they could take sunbaths. That looked right down from the Richards' house. Jean Richards was in the dance group we had. She and Brad were the same age, so they had this telephone cable going back and forth.
B. Heard: The house set back, so that there was a large deck at each floor.
W. Heard: Each floor was smaller than the one below.
Morris: The decks were big enough to actually use?
B. Heard: Oh, yes. In fact, on our floor, the second floor, the decks went all the way around on two sides.
W. Heard: And the barefoot burglar came.
Morris: You really had burglars?
B. Heard: We had the barefoot burglars twice.
W. Heard: We belong to a very select group in Berkeley. There are four of us: the Halls, the Hillers, the Hagars, and the Heards are the four families that had the barefoot burglar twice. They first time he got in and took some things—money, mostly. The second time Bartlett frightened him away and the Berkeley police came and swore that this was our imagination. So Bartlett pointed out the footprints on the roof of the gallery between the living room and the main house.
B. Heard: The decks were canvas decks and they were painted. This was one of Bill's little mistakes, I think, because they were hard to maintain. They were kind of chalky. This burglar climbed up the trees in back and across the low roof of the gallery and up onto our deck; when he went out, when I scared him away, he went over
B. Heard: the same way and across the tile roof, and you could see these footprints.

Morris: They were toes and heels, rather than a sole of a shoe?

W. Heard: Actually, there were footprints, definite footprints. But we've always kidded the Berkeley police, saying that they never caught this man; he finally went into the army, we think.

B. Heard: This was a big house. In those days it didn't cost us any more than it does for one of these small tract houses now.

Morris: What did you do—you said that the bids came in higher than you expected.

B. Heard: They always do, don't they?

W. Heard: They always do. We had to decide if we were going to cut out anything. In fact, we were going to have two bedrooms on the main floor—a guest room besides the powder room or another major one. We cut that out. But we refused to cut out the bummeg room or to modify it. We felt that was going to be the center of a lot of activity with our children and our own interests. So we just anted up more money, that was all.

William Wurster, Architect

Morris: Why did you pick Bill Wurster?

W. Heard: Because he was modern.

B. Heard: This was the first big house that Bill built.

W. Heard: We had all these Chinese things which go with modern.

B. Heard: Bill's houses had been fairly severe, and we had quite a little battle on that sometimes, because we wanted a little more warmth in a house than he had been accustomed to. Some of his look a little bit institutional.

Morris: From the outside.

B. Heard: From the inside, too—The Colbys' house up there.

W. Heard: Yes, and the Hagar house he did. But they're much smaller than ours. No, we really worked well with Bill. As Bartlett said, we did have our discussions, but he always came around and saw our point of view.
B. Heard: He was a lot of fun to work with. He didn't have any tantrums; he didn't go in and tear up things as he did in some people's houses.

Morris: Was he a younger man?

B. Heard: Oh, sure.

W. Heard: It was before he was married.

Morris: So he was a contemporary rather than an old, established architect?

W. Heard: That's right.

B. Heard: He had the reputation that if they put in something wrong—say, for instance, they put in tile that was wrong, he'd just go in and tear it up.

W. Heard: Now, honey, you're confusing him with the architect of the McDuffies' house who did that.

B. Heard: No, no. Bill did it.

W. Heard: Then he was copying that other, more famous, architect Polk.

Morris: Do you recall some of the specifics of what kinds of things you felt would make the house warmer?

B. Heard: Well, the grass cloth, for one thing.

W. Heard: On the wall.

B. Heard: We had it in an off-white. He liked to go stark white.

W. Heard: Mr. Mauerhan worked with me on the decorating. He was really great to work with.

Morris: How about the fireplaces? Did Mr. Wurster feel that fireplaces were not necessary at all?

B. Heard: No, I don't think so.

W. Heard: I think he thought they were an adjunct in any room. They fitted in every room we had there. I think it would have looked funny without them, don't you dear?

B. Heard: Yes.
W. Heard: They certainly made a more home-like atmosphere. No, we didn't really have any problems. He saw the same design. Once he saw that we had this sketched-out idea, then that was easy to go from there. We wanted to have this separate guest house, which had its own furnace, its own heating business. We could cut that off at the living room if we wanted to.

B. Heard: Under the guest house there was a service for the heater and the hot water, and then also a little darkroom for me and a shop. I had power tools in there and did a lot of work.

W. Heard: So it was a perfect house for us.

Morris: Was it usual in the thirties to have a darkroom and a shop in a private home?

B. Heard: Well, it depends on the persons' activities, I think.

W. Heard: We never asked the question. We just knew we wanted it.

Morris: Very sensible, if that's where your life goes.

Had you two collected the Oriental pieces together?

B. Heard: My mother started most of it.

W. Heard: Well, we had already started some when we lived at 19 Bridge Road, but we weren't as affluent then as we were later. Everything I ever evidenced an interest in, Mrs. Heard got—like the gymnasium for the YWCA in Phoenix, or the Little Theater. This was kind of suffocating in a way.

She augmented our collection a very great deal. In those days it was quite easy to buy small collections when they were on sale. And then Bartlett and I got things ourselves, too.

All the colonial things were already in the house in Phoenix. It was just a matter of having a place to put them. So those we gave to the art museum in Phoenix when we sold the house. But that made it wise to have two galleries, one for the Oriental collection and one for the colonial things. They were quite different in the way they looked. We had Chinese things every place.

B. Heard: This was before there was too much in the way of mechanical washers and dryers.

W. Heard: And we didn't have a dishwasher. I don't think there even were any.
Anyway, this was one of the times we didn't agree with Bill. We had this laundry downstairs and we wanted to have a place to hang the clothes out on the deck above the garage. Bill thought that was terrible, that that would spoil the--he wanted to have it way up on the kids' deck, way up on the top.

And truck wet laundry three floors.

We had an elevator in our house, so that wasn't a problem.

But Bill finally capitulated on that. We had inside hanging.

Yes, for rainy weather.

We had a washer.

We had this collapsible clothes-hanging gear out on the deck above the garage. It didn't bother anybody. It would have bothered Mrs. Richards a lot more up on the top.

I don't remember ever using it.

Oh, I used to put it up every week. We had to put up posts in there and put the strings across. That was one controversy. The other, later, was that originally we had a dumbwaiter. The house had five floors, and my mother was not too spry at that time, even then. So we had to increase that to be a regular elevator instead of just a dumbwaiter.

I don't think there was any altercation about it.

No, that was just a matter of working it out--the house got more expensive.

So who got the contract to do the actual building?

A man by the name of Sorenson, who was an old-time builder and a dandy.

He was really good.

He was terrific. He was the old school.

Everything in that house is good material and well-built--built to be standing there through many years.

And the only real trouble that we had with the building of the house was that this was when they were having electrical strikes, and Sorenson had a union shop. But apparently he didn't know this
B. Heard: and they came in and cut the wires. This was knob and tube wiring, and they would move the little knobs out, cut the wires, and put the knobs back, and they never knew this until the plaster was on. Some of the outlets didn't work, and they had to go in and--

Morris: And track it down and find which knob. Oh, dear.

B. Heard: That was the only real problem—that and the fact that we had a spring in the basement.

Morris: Really? When they were excavating?

B. Heard: Yes, it was quite a steep hill, so while you went in on the garage level, by the time you got back to the hill it was about twenty feet underground. There was a natural spring in there, so we had to put tiling in and drain it out.

Morris: You didn't convert it into an indoor swimming pool?

B. Heard: No.

W. Heard: That's one thing that we never really wanted to have, was a swimming pool.

B. Heard: I've never wanted to have the responsibility and hazards of a swimming pool.

W. Heard: But we did build a recreation area down at the bottom of the garden.

Morris: What happened to the McDuffie pool?

B. Heard: That went with the Richards' house.

Morris: I wondered, because there is probably a much smaller kind of an area in North Berkeley—Williams College. A very handsome house with a lot of land, and a tennis court and a swimming pool which originally went with the estate. Now the swimming pool and tennis court are owned in common by the houses that have been built around the perimeter, and the swimming pool area isn't part of what's left of the Williams house.
Landscape Gardening with Native Plants

W. Heard: Tommy Church's mother was in that school. He did the garden for us, he was really great to work with. We wanted to preserve the character of the grounds and make the part that was visible more like the McDuffies', so we planted the hillside with rhododendrons and camellias. I don't even like to talk about it. It pains me what we miss, some days.

Morris: Before you go, Mr. Heard, could I ask you when you yourself got interested in the native plants, and which were the first ones?

B. Heard: Well, it wasn't until we moved into 10 Roble, because we had no place in Bridge Road for them. No, I really can't tell you that. It was a natural setting, with all the oaks that were in there, and the bay trees, and whatnot. It just seemed like a natural place to use some of the native material.

Morris: Did you ask Mr. Church to leave some space so that you could actually do some gardening yourself?

B. Heard: He wasn't doing anything on the hillside—his plan was on the lower lot. You see, there were actually two lots, the upper lot and the lower lot, which we could have sold off. Tommy did the landscaping on the terrace, taking out the rose garden, and on the lower lot, with the paths.

W. Heard: And the steps up to the main entrance, and stonework, and all that kind of thing.

B. Heard: That's right.

Morris: Quite close—immediately surrounding the house.

B. Heard: The only thing that he did on the far side of the house was the steps that came up to the kitchen.

W. Heard: Stonework.

B. Heard: Because that was all a natural hillside. He didn't put in the azaleas, did he?

W. Heard: Mrs. McDuffie gave us some in the beginning, and I think we just bought them. We used to go out to—that famous Japanese florist, DeMoto.

B. Heard: Out here?
W. Heard: Yes. We bought a lot of them. And then we had a marvelous Italian gardener when we were in that house, and he developed a lot of this. The McDuffies had George Celestre, and the Shumans had an Italian gardener. They all came from different parts of Italy.

B. Heard: Sicily, I think.

W. Heard: They were all rivals in what they could do.

Morris: That must have made for some very elegant gardens.

W. Heard: It really did.

B. Heard: They used to have these garden tours. I think we talked about that, didn't we?

Morris: Just that they did happen. How did that come about?

B. Heard: Each person, in a season, could have one garden tour for their particular charity.

Morris: And each tour could go through all three gardens?

W. Heard: Yes.

B. Heard: Actually, as a matter of fact, the area went through the Wards', too, didn't they sometimes?

W. Heard: I don't know. Anyway, the agreement was between Mrs. McDuffie, Mrs. Shuman, and you and me. Frequently we had those. Most of those garden tours would come in the time when the rhododendrons and the azaleas were in bloom, so it wasn't anything that went on through the whole year. But we had a lot of those. And then we used our garden for other things, too.

B. Heard: Well, besides the manual training for the boys and the tap dancing for the girls, we started having these open houses--did we cover that last time?

Morris: I think so. You had both the young people and their parents, the two generations.

B. Heard: We got into three generations before we got through--couple hundred people.

Morris: When you first moved in, did your neighbors also become friends--the McDuffies, and the Shumans?
W. Heard: Not particularly, they were older than we were.

B. Heard: Well, Mr. McDuffie and I got involved in this business.

W. Heard: That business together, yes. No, we were just good neighbors, and each went his own way. We were invited to the McDuffies, on occasion, to dinner, and to the Shumans, but, as I say, they were both older than we were, and we didn't have too much in common. They didn't have any children around.

Morris: Their children did not stay in the area?

W. Heard: The McDuffies, as far as I know, never had any children. One of Brad's first engagements, at age six or seven, was to Jennifer Howard, daughter of Sidney Coe Howard, the playwright, who was Mrs. McDuffie's brother. Jennifer used to come and visit the McDuffies once in awhile, and so did Mr. Howard. She and Brad played together, so this was his first love.

Morris: Mr. McDuffie had been quite interested in politics at one time, as I heard.

B. Heard: It never came into our relationship.

W. Heard: I think he was--wasn't he in the Sierra Club?

B. Heard: Yes, I think they both were.

W. Heard: Yes, I think that was the politics, as far as we knew.

B. Heard: They've gone off the deep end, I think.

W. Heard: We don't have time for them now.

B. Heard: No, they've taken too far out an attitude, I think. I'm for preserving the environment, but the Sierra Club doesn't seem to make any allowance for the necessity of using what we have.

Morris: Did you do any Sierra pack trips or anything of that sort before they got involved?

B. Heard: No, Echo was the place where we went, and the country in back of it--Desolation Valley.

W. Heard: Our own pack trips.

Morris: And that's not particularly Sierra Club territory?

B. Heard: I don't really know.
W. Heard: We knew the trips that Bernice May used to tell about—it wasn't in that area.

B. Heard: That's Whitney mostly, and Tuolumne, and so forth.

Morris: It sounds like you had a number of friends amongst your Berkeley acquaintances who were not connected with the University.

W. Heard: Oh, I think most of them weren't at that time. The social circle that we moved in was largely fraternity husbands and wives. I think I told you we had a Sig sister society, which was a very rewarding and enriching experience for us. The Sigma Phi fraternity was a very close-knit fellowship, and I think that they are probably most of our closest friends. Wouldn't you say so, dear?

B. Heard: That was true in those days. I don't think it is so true now.

W. Heard: Yes, that's true.

Entertaining Foreign Visitors

Morris: You did quite a lot of entertaining of foreign visitors, I notice, in the Roble Road house. When did that start? As soon as you moved in?

W. Heard: Well, we were charter members of the World Affairs Council, and that started in 1946. But long before that we were doing it. The Institute of Pacific Relations was the predecessor of World Affairs. They met out at Mills College, and we knew a lot of people in that connection.

B. Heard: The first time that I remember, really, any foreign students coming to visit us was four Japanese.

W. Heard: Oh, yes, when we still lived on Bridge Road.

B. Heard: This was before the war. Tell her what one of the boys said to you.

W. Heard: Oh, yes. He said that he thought there would be two main forces in the world, the United States and Japan, but there would probably need to be some territorial realignments.

Morris: Isn't that remarkable. This is a student—an undergraduate?
W. Heard: They were traveling. I don't know how we got them. I don't remember under what auspices.

B. Heard: I don't remember how they came. But they were amazed—the ferry boats were running still, and I remember taking them: "Is permitted to take pictures?"

I said, "Sure, take anything you want." They couldn't understand.

W. Heard: This was in the years before the world war.

Morris: But Japan was involved in military action long before the world war started.

B. Heard: Oh, sure—China.

W. Heard: I guess that's why they were up on this.

But I don't really remember when we started. We've always done this. I think I told you about how we started having foreign students living with us, beginning in 1949. But before that we had a lot of foreign guests, either through the International Hospitality Center or through the World Affairs. The World Affairs didn't have guests so much.

Morris: And that goes back before World War II?

W. Heard: I guess so. I've been on IHC forever, until I rotated off last year, having instituted a new set of bylaws which created a rotating board. They're all after me to come back next year, which I'll probably do. [Laughter]

I think I go off of World Affairs next year, and then I will be off of that for a year and I don't think I'll go back. I was on the I House board, too.

Anyway, we've always known foreign students. Then we had those AID parties for years.
Morris: Let me go back a bit. There's a note that there were some UN groups. Did you two get involved at all in the planning for the UN founding meeting in San Francisco?

Winifred Heard: Yes, I was an observer in the NGOs--nongovernmental organizations for the Women's Action Committee. If you ask me what it is, I can't tell you. I gave you a letterhead. Lillian Phillips was the name I was trying to remember, and she's still around as far as I know. I think they were doing something about women and peace, and both of us were delegates--not delegates in the formal sense, but observers, with observer status, and we were on the NGO group meetings. That's where I knew Alger Hiss.

Morris: Now tell me about the NGO business.

W. Heard: Well, that's the nongovernmental organizations that had representatives at the UN in '45.

Morris: I see. And what was Mr. Hiss's function?

W. Heard: He was the head of the American delegation--the staff person that met with the NGO, all of us.

Morris: What are your impressions of him?

W. Heard: I still don't believe he was guilty.

Partlett Heard: I think it's going to come out now, too.

W. Heard: I think it's going to come out in this latest revelation of faking the typewriter--the new Nixon revelation.
B. Heard: He was the goat in that, I don't think there was any doubt about it.

Morris: There's always been that suspicion, I would think.

B. Heard: Because one's impression of him was anything but that.

W. Heard: Anything but that. We were all trying to be friendly with the Russians in those days, too. Don't forget that. And we sat there and watched Senator Arthur Vandenberg made from an isolationist to an internationalist. This happened before our very eyes.

Morris: During the course of that conference?

W. Heard: Yes.

Morris: In what ways?

B. Heard: Well, he'd always been an isolationist.

W. Heard: He'd always been an isolationist, and he suddenly found that there was a world.

Morris: And you think it was the experience here in San Francisco?

W. Heard: Oh, I know it was. We all saw it happen.

Morris: Was it from what some of the other countries had to say?

W. Heard: What other people said, the problems that were presented—the efforts that we had to make together to achieve the final founding of the United Nations.

B. Heard: That was quite an experience.

W. Heard: Oh, that was a marvelous experience. Bartlett could go with me to quite a few of the meetings, and we were there together for the signing of the United Nations charter.

B. Heard: President Truman was there at the signing.

W. Heard: And we were there for the twenty-fifth anniversary.

Morris: Tell me what was being said in this group of nongovernmental organizations, and what the input into the final charter was.

W. Heard: I can't remember the agendas, but the American group was largely concerned with reviewing from our organizational point of view the things that were being discussed on the floor and in the plenary sessions.
B. Heard: For equal rights, and stuff like that.

W. Heard: For equal rights, and getting a consensus of opinion in what we would all try to work for, and so forth.

Morris: Were these nongovernmental organizations international? Did they have an international aspect like the Y?

W. Heard: Yes. For instance, they still go on at the United Nations. There's an NGO organization. My sister, Mrs. Riebe, is on the UNICEF committee; and that's part of the NGOs. And two of my friends from the national board are on the NGO. In fact, Connie Anderson has been the president. Roz [Rosalind] Harris, who was out here then, is one of the chairmen. All of the international organizations, which includes the YWCA, are members.

Morris: Is the function to advise the American delegation or to make suggestions and recommendations to the UN as a whole?

W. Heard: As a whole. They work particularly with the social services section. There is a section of the United Nations secretariat which deals with social problems, social issues. And there are others which deal with all kinds of other aspects of international relations. This friend of mine you tried to get in touch with in San Francisco--?

Morris: Mr. Charles Hogan.

W. Heard: Well, he was the staff person at the United Nations for several years in charge of the NGO and the Social and Economic Council.*

Morris: Was your feeling that that conference about the UN represented a new kind of a spirit of international awareness?

W. Heard: Well, sure it did, because we came out with the United Nations.

B. Heard: That might be questioned as an advance by some people.

W. Heard: It still is.

B. Heard: It still is, but they're still talking instead of fighting in lots of places. I think the big strength of the United Nations

*See interview with Mr. Hogan in the Helen Gahagan Douglas series in The Bancroft Library.
B. Heard: is in these various agencies like WHO [World Health Organization] and so forth.


B. Heard: UNICEF.

Morris: Why is it more in the agencies than in the Security Council or the General Assembly?

B. Heard: Well, the General Assembly is just a debating society, really, because they don't have any power. The guts of the organization is the Security Council, in which we have a veto. Then, of course, the Assembly, with a hundred and forty-five nations in there.

W. Heard: Some of them no bigger than this room.

B. Heard: Some of them have less people than many of our cities; each having a vote is ridiculous.

W. Heard: This one-man one-vote is what disturbs a lot of the larger nations, and yet that's an important part of a world organization. And I think it fills a very different need now than it did in the beginning, don't you?

B. Heard: Now, the Seychelle Islands that have just come in--they've got 60,000 inhabitants and they have the same vote as the United States.

Morris: Gee, that's smaller than Berkeley. [Laughter]

B. Heard: And, of course, the Soviet Union has three votes.

W. Heard: They have Russia, the Ukraine, and the USSR.

B. Heard: We should have fifty.

W. Heard: We should at least snip off Texas.

Morris: Did the Northern California World Affairs Council get its start in some of that good feeling of the United Nations conference?

W. Heard: As I said, it grew out of the Institute of Pacific Relations. The World Affairs Council was started in 1946. Bartlett and I were charter members.

Morris: How did you know it was being organized?
W. Heard: Well, we were both in the Institute of Pacific Relations; we attended those conferences at Mills.

Morris: What was the purpose of the Institute of Pacific Relations?

W. Heard: It dealt in international relations, particularly as they related to the Pacific. This was considered a very subversive organization by some people at that time. Emma McLaughlin was one of the very suspect people, and she was investigated by the FBI. I have always assumed that I was, too, along with a lot of other people that were in that organization.

So that organization decided to give up and move into something that was larger and less controversial at that moment in history, I guess, though I wasn't in the inner circle at that time, being a lot younger. But when we moved into the World Affairs, both Bartlett and I became very much interested and have been ever since.

Then the conferences were going to Asilomar.

Morris: Was that through your good offices that they began to come to Asilomar?

W. Heard: Oh, they had been coming there before, along with other conferences, and they just continued to. We've never missed a conference at Asilomar since we've known anything about it, have we, Bartlett?

Morris: Was your interest because you had traveled abroad and knew about and wanted to know more about other countries, or that you felt there was a need for the United States to be more aware of other countries?

B. Heard: Well, it's imperative, it seems, that we learn that it's one world and we have to live in it in peace with the other people eventually. I think war is no way of solving problems.

W. Heard: We once thought it was. We once thought World War II was the great fight for democracy in the world.

Morris: That's right. But we didn't say again that it was going to be the war to end all wars.

W. Heard: We had that hope, though, I think. Especially after the atomic bomb business; that seemed pretty futile.
Morris: Were the Pacific Affairs Institute and World Affairs Council designed to increase public awareness and public opinion in favor of international cooperation?

B. Heard: Yes, it was primarily a study group to inform people.

W. Heard: They don't endorse candidates, but it's more than a study group. We had more study groups when I was the chairman than they've ever had since. They sort of faded out for a while, and now we have two study groups going. We have lectures and famous speakers when they come through here. And then we have councils all over Northern California. I think there are nine local councils: Sacramento, Monterey, Fresno—I can't name all of them offhand. But those all have their own programs. The Peninsula and Marin have something once a month. We still have programs in the East Bay.

Fear of Communism and the Loyalty Oath Controversy

Morris: Why was the predecessor Institute of Pacific Relations considered subversive?

W. Heard: I don't know, except that it was in a period when they were opting for better relations with what other people considered an enemy. As I said, I was a lot younger then.

Morris: During the war years?

B. Heard: No, this was before the war.

W. Heard: This was in the late thirties, early forties. It was about the same time as that "Red network" that whatever-her-name-was had. Dr. Hunter was investigated; he was one of those people. Oh, I can't remember who all of them were because I was more on the periphery.

Morris: I have heard of the Red network, but nobody seemed to know much about it.

W. Heard: Anyone who was anybody in California was on the Red network. One of the disappointments in my life was that I never made it. [Laughter]

B. Heard: This was partly Mr. Nixon's doing, because in the Jerry Voorhies and the Helen Gahagan Douglas campaigns—he tried to call her the "pink lady."
W. Heard: And, of course, he started six years before that on Jerry Voorhies.

B. Heard: He destroyed Voorhies.

W. Heard: Oh, yes. He was terrible.

Morris: Did the same feeling have an influence on the loyalty oath matter at the University?

W. Heard: Oh, I'm sure it did.

B. Heard: Wasn't the loyalty oath a little later?

Morris: It began in the legislature in about 1941. What's thought of as the "loyalty oath controversy" was 1951. It kept recurring for ten years, and building probably.

W. Heard: I think that was all part of the same period, and whether you were in one organization or another, you got caught up in it because there was a mood in the country at that time of who you were for and who you were against.

B. Heard: Meiklejohn was caught up in this, too, I think.

W. Heard: I presume so, though he was caught up more on his educational ideas; they seemed a little far out for people. But then the St. John's University, the Great Books theory, was the same kind of thing.

B. Heard: Well, what was the outfit out here?

W. Heard: Meiklejohn had a school in San Francisco, but I don't think it had anything to do with this issue. It was more or less on the economic and the educational. That's why we need to talk to Charles Hogan, so you can get brought up to date on that.

Morris: Was there a sense that any kind of interest in things international meant that there was some connection with Communist influence? Was that the way it was?

W. Heard: You were apt to be suspect.

[end tape 8, side 2; begin tape 9, side 1]

Morris: There was a basis in fact for some of the Red scares?

W. Heard: Oh, there's no doubt about it. There were Communists in organizations. I don't think there were as many, nor were they
W. Heard: to be as feared as people tried to make out. But that was the Hiss-Nixon-Whittaker Chambers business; everybody was being looked at a little more suspiciously.

When I came back from China, for instance, it was obvious to those of us who were over there that Chiang Kai-shek couldn't hold out, because he didn't have any national army; all he had was war lords. But I had to stop talking about it, because I was suspected of being a Communist.

So this was a very real--I was going to say frightening, but I think that's a little too strong. But it was a touchy period. I think one of the things you learn when you're around the public as much as some of us have been, is how to express a difference without creating an antagonism.

Morris: In other words, you think some of the uproar was because of personal antagonism?

W. Heard: No, I'm saying that you learn how to raise a question about a person's point of view without opposing it or identifying yourself with it. You can interject some new aspect. Now, this takes a long time of practice and the right bit of information. But I've seen skilled people do this, and to a degree I can do it myself, over and over and over. "Have you ever thought of?" or "Somebody told me the other day--what do you think?" There are all kinds of little devices. They're not tricks; they're really strategies that you can use to get another idea in a person's head with whom you feel in violent disagreement—at least force them to look at it. You may not change anybody's opinion, but at least you haven't made yourself an enemy and you haven't made an enemy.

Morris: You think that this kind of strategy was not used during the postwar years?

W. Heard: I don't think that it was not used. I think that some of the kinds of people who were pro-Communist didn't care; they only wanted to express their point of view. I can remember going with Lillie Margaret Sherman to some meeting which was obviously pro-Communist, and we probably were listed down as being there. But we wanted to hear what was going on.

These were the chances you took in those days. And for some people it was exhilarating.

Morris: To be in a dangerous situation?

W. Heard: Yes. I was noticing the other day, in going over some of the piles of stuff I've got there, some of the discussions we had in
W. Heard: the world YWCA on the relationship between the underdeveloped and the developed countries around the world. One of the reasons why communism appeals to young people more in those areas now, and not particularly in the United States is because we're so relatively affluent, and because if you belong to a communist organization at six years of age you can do something. There's a role for you. At fifteen you can do a lot more, and at twenty-one you've got a big life ahead of you if you qualify. So it's appealing to young people who don't see free enterprise as anything but a grab for money and materialism. And that's very real around the world.

Morris: The appeal of that kind of an approach?

W. Heard: It still is—the appeal of that kind of approach.

Morris: Does the fact that there are positive appeals to communism, partly explain why in the United States there was what you could almost describe as a frantic reaction to or fear of communism?

W. Heard: Oh, I think so. It threatened everything we stood for. But we haven't learned, as the youth unemployment today demonstrates, how to make young people—maybe trained, possibly untrained—feel that they have a place in our society to the degree that we're going to have to. I don't mean the United States is going to go communist, but I think some of the apathy and the disillusionment of today and in this [1976 presidential] political campaign is directly traceable to the fact that youth wonders if there's any need for them, whether they've got a role or a place or an identity.

Morris: We mentioned some of those election campaigns in the forties. They lead one to feel that there were some individuals who were using the fears for their own personal advancement—that in some cases, in local elections and national ones, the fear of communism was orchestrated or played upon.

W. Heard: Oh, yes. One of the books that you ought to read is Ted White's Breach of Faith—it's the fall of Richard Nixon. I'm just reading it aloud to Bartlett, and we haven't gotten very far, but the thing that he points out, which is certainly true, is that in the forties what changed the whole political strategy in this country was the advent of television and what is now called the "manipulative" theory of the press, of the media. What you try to sell now (and Whitaker and Baxter were experts at this) is the image. And if you think of this in terms of the present campaign, that's all that's involved. They're not talking about the issues. It's an image: what you can project as favorable for Mr. Carter versus President Ford. And certainly you see this on every side; we are a manipulated society.
Morris: Do you think that existed before there was television to make it so pervasive?

W. Heard: Not nearly to that extent. For one thing, you couldn't communicate over so wide an area; you were much more dependent on the group you belonged to or the union setup. Even these big international organizations were not that big, and they didn't have that way of communicating directly with their members; they were much more dependent on the written word.

Morris: On that point of being dependent on and influenced by the organizations you were close to: I was really struck reading some of the early studies of the World Affairs Council at how quickly it grew in membership and how vigorous its activities were.

W. Heard: We have 6,000 members now. I was just at the trustees' meeting yesterday. We just bought a building, and it's going to be a world affairs center. I think there are some fifteen other groups that are coming in the building. We are committed to a fifty percentage of international groups and the others are non-profit except for the ground floor rental.

Morris: That's the real idea of a community of interests, and if you can work in the same place--

W. Heard: Oh, marvelous. This has been a dream for years. We only have to raise another million and a half dollars, but that's easy. It really is, considering what we have, I think. It's not easy, but it's feasible.

Morris: In the forties, when it was just getting going, did any people transfer over in the way of staff from Institute of Pacific Relations to World Affairs Council?

W. Heard: I think that the first director was. And then I can't remember if Cal Nichols came next; he was the person I worked with. I was the first woman as an officer; I was vice-president. I was chairman of the program committee for five years, and I worked with Cal Nichols.

Henry Grady was very active in the World Affairs Council. In fact, the main room we have in the Council is called the Grady Room.

Morris: And so was Monroe Deutsch.

W. Heard: Oh, yes. He was very much involved. My goodness, there are a lot of other very famous people.
A Board Member's Commitment: Time and Money

Morris: It seems to me that nowadays people who have such major jobs and responsibilities to the University as did Dr. Grady and Dr. Deutsch don't seem to have the time and energy to be as visible in community activities.

Winifred Heard: I think that's true. I was just trying to think the other day of potential people for the Alumnus of the Year. And I really can't think of anybody who is both an alumnus and doing something in the big world. I'm thinking of men like John McCloy, but he didn't go to Cal. I think that they are so involved in what they're doing.

Morris: How about Ruth Chance--has she ever been considered?

Heard: I think she would certainly be--maybe she's had a citation. I'll look. I got one Friday night.

Morris: Congratulations!

Heard: They are much more interested in people who are doing something right now, it looks to me, on that alumni citation list. But for Alumnus of the Year, most of the people I can think of have already gotten one.

Morris: Is it that running a university or a university department is that much more complicated than it used to be? Because Monroe Deutsch seems to have been able to chair any number of things for any number of years.

Heard: He was active in World Affairs. Certainly from listening to the speeches this weekend at the delegates' meeting, I don't see how any of those professors who are heads of departments have time to do anything else. Because this University is so pressed by trying to get the students who want certain courses into those courses, and by staffing them, and trying not to turn away people who they just cannot accommodate--referring them to other campuses and things. I don't see how they have time to do anything outside of their work.

Jim Hart made a fascinating speech about the Mark Twain project. He gets so enthusiastic--he just gets wrapped up in it. He was really very good. I wrote a note to Ruth and told her she would have been as swept up as we were in his enthusiasm.
Heard: Bob Scalapino spends such a lot of time traveling when he's not teaching. He was there, and Dee was at the dinner Friday night. I was so thrilled to see her.

Morris: There was another person in the organization of the World Affairs Council that interested me, one of the national figures in public relations: Ivy Lee. He was one of the people who first made public relations a profession—as a business of how you put together your ideas and get them across. He seems to have been retained as a consultant by the World Affairs Council for about a two-year period. It was before you went on the board, but I thought you might have been involved in program committee and known what he was doing.

Heard: Ivy Lee? Oh sure, I know him. When we went to Cambodia we got off the plane at Angkor Wat and he got on. I don't know him well. If we was doing something at World Affairs it was before I was so active. I knew him, but I never worked with him, and I don't really know what he did.

Morris: It's the first time I've come across somebody of his eventual stature in public relations doing a job for a nonprofit organization.

Heard: Maybe the World Affairs would have something.

Morris: There is a good master's thesis on the first five years of the council.

Heard: Well, I'll find out from Dick Hegge about this. We have a big library at the World Affairs. I don't know that there is material on the history of the organization, but there's certainly going to be a big library in the new building.

There's a store on the first floor—a supply store for art that has a ten-year lease, I think. There are six stories, and World Affairs will have the second and third floors: big common meeting room, kitchen and all this kind of stuff, and library. The International Hospitality is going in there, and the IIE [Institute of International Education], a present total of fifteen organizations. It depends on what they can work out with common space and so forth.

We had hoped, in the beginning, that the Asia Foundation would join us, but they are hooked into a long lease where they are, and they need so much space that that doesn't really seem feasible. That would have solved the problem; just the two of us would have filled the place.
Morris: Did the Asia Foundation come out of that same general concerns and group of people?

Heard: I don't really know. I know lots of people who are on it, and have been their guest in other parts of the world, but I've never been active in the Asia Foundation. We've been to a lot of events that they've invited us to, but we aren't even members of it. Beth Moore asked once if I'd be interested in being on the board, and I said no, because I really thought it would involve a much greater financial commitment that I was prepared to make.

Morris: Because it's an operating kind of an organization?

Heard: Well, yes, and everybody on it is a real big wheel and, I'm sure, capable of giving or getting a great deal of money.

Morris: That's one of the expectations of going on that board?

Heard: Yes, I'm sure it is.

Morris: Is that true of World Affairs Council, too?

Heard: Oh, sure. One of the things that they were bearing down on us at yesterday's board meeting was the necessity that every member of the board of trustees of the World Affairs be a contributor, no matter how small. So when you go to a big giver you can say, "Our board has participated 100 percent." It's very important. So we have to get out and get those trustees who haven't already signed up to do so.

It's one thing that's very important in fund-raising. I just wrote a letter to twelve people that I'm trying to get as Robert Gordon Sproul Associates [RGSA] representatives. One of the things that I said in it was that one of the important parts of fund-raising is asking for it. You have to ask for it. This is one of the things that Mr. Radich brought out time and time again: "You have to ask for it."

It's amazing how many people that I come in contact with through this RGSA business have never been asked to give any money to the University of California; they don't even know that the University needs it. They're delighted and even flattered to be asked to give at the level that I'm asking them for, which is a thousand dollars a year.

Morris: That's a substantial gift.
Heard: Yes, but that's your RGSA level. If you're not in that you can be in the Campanile Club, or the Kinsman, or Cal Calling, or something lower down like that. Or you're in the big givers for special projects.

One of the big problems that the University has is that we've got so many special projects. The Engineering School, for instance, is pulling off a lot of big money; so it's designated. The chancellor's policy is that anybody who gives a thousand dollars is automatically listed as an RGSA. Well, they may have given a thousand dollars worth of bugs to the Entymology Department. That doesn't really help us financially, though it may be useful. So I've just developed the idea of starting a new designation, and that's the Chancellor's Fund. Because [Chancellor] Al Bowker needs more undesignated funds.

We've got so many things. You give a thousand dollars to the RGSA, for instance, and you can give it to the band, to the School of Social Work, to the Kinsman, to Engineering, to the library, to I House—they'll go down the list. It's just a marvelous way of recruiting funds, because almost everybody has some special interest. But we need some undesignated funds, so that's what I'm hoping these new solicitors I'm getting now are going to work on.

Morris: It sounds like fund-raising too is something that has become much more complex and specialized in the last twenty years.

Heard: Oh, my goodness, yes. One of the main aspects of fund-raising is research before solicitation. We have not yet had the staff or the machinery to do that adequately at Cal. It's getting a lot better, but we have a long, long list of people.

When we get one of these people to say they'll be a solicitor—asking them to take a maximum of five names from a list which we have—Dave Rice goes and calls on them with the list, and they select their five names. We give them a kit of material, and we ask them to approach each name personally. I follow them up with a questionnaire which says, "Have you made contact?" And did they pledge, yes or no. "If not, why not?"—all this business of really keeping on their trail. I've spent hours on the phone just getting these people. It takes an awful lot of time; they're either not in or their secretaries protect them.

I sat at the chancellor's table once and next to me was a man who operated out of Pittsburg. He said, "One of the rules I have in my company is that I answer my own telephone." Well, I asked Al if he did this. And he said, "Very rarely. And when I do I'm usually sorry." The secretaries protect these men very well.
Heard: No, I don't see how a person like Al Bowker could possibly do that.

Morris: No, he might regret it, but he also might hear some things he'd never hear otherwise.

Heard: That's true. But with the pressures, no, I don't see how he can do it, or any head of a department. I just don't see how they can do it. They can meet students in little clusters, but that's about the best they can achieve.

Morris: Amongst the visitors to Roble Road were some groups connected with the Ford Foundation.

Heard: They were not connected with the Ford Foundation. These were people in the foreign service in countries around the world who were brought to the United Nations for a year's study. Before they went back to their homes the Ford Foundation picked up the tab for sending them across the United States. I told you about the group I had of four. Two of them were from communist countries: Hungary and I forget where the other one was from. I told you what I did with them, and the dinner I had. One of them said to me, "You're the nicest capitalist I've ever met."

Morris: Yes. You also, at some point, mentioned Paul Hoffman?

Heard: Oh, his two boys--I said they were at the Moores' when I was debating about whether I would go to Germany for those three months. And Halleck said, "If our father can give all the time he does, you can certainly give them three months." I told Paul and he was terribly pleased.

Morris: I was wondering if you had known him while he was out here as head of the Ford Foundation.

Heard: No, I have belonged to the Center for Democratic Studies which Ford set up for years, but I didn't personally know him that well.

Morris: You belonged to it?

Heard: Bartlett and I have belonged to the Center for the Study of Democratic Institutions, and also the Council on Foreign Relations for many years.

Morris: I didn't realize that was a membership organization.

Heard: Yes.

Morris: For several years the Ford Foundation itself had its headquarters in Santa Barbara, when they first left Detroit, and Paul Hoffman was head.
Heard: He was out there then. I didn't know him. I just knew him when he was at the UN. I mean, that's when I saw him; I knew about him, of course, before that. But when he was at the UN, Beth Moore and Mary Jewett and I used to go over there and have lunch with him.

Morris: How about Rowan Gather, who did the preliminary study for the Ford Foundation? He was a UC--

Heard: No. I know him, he was around, but I don't really remember. This was in the forties. I was traveling around the globe an awful lot in the forties and the fifties—the forties in this country and the fifties in Europe. Those are all my diaries and speeches that I made in the forties and fifties.*

Morris: I'd like to take a look.

Heard: Oh, you'd die. One thing I came across, and I can't remember about this at all, was that when the Philippines YW was admitted into the World YWCA I was one of the two godmothers. [Laugher]

Morris: I didn't know they had godmothers.

Heard: I'd even forgotten that they'd had them. You know, there are quite a few things I'd like to talk about in our next session when we discuss the YWCA—the kind of organization it started out to be, what it is now, the complexity of it as an international world organization.

Morris: That would be very valuable.

Heard: I've got all this down in those little papers there.

Morris: Good. If you've had some time to make some notes by then, we'll just follow your material.

Heard: I will. I'll segregate it out.

Morris: Did you feel that all that you had learned and seen in your travels for the YWCA overseas was then helpful in the World Affairs Council?

*Samples in supporting documents.
Heard: Oh, I think it gave you a kind of status, because you'd been to a lot of places that some of them had been, too. This was a pretty sophisticated group—major leaders in the World Affairs Council. We had presidents like John Simpson, Louis Heilbron, Easton Rothwell, and Harry Hale. I've served with all of these. And Ted Lanzan, president of Standard Oil. They all traveled widely in the world and know a lot about what's going on. In the University there were men like Gene Trefethen, Morrie [Morris E.] Cox.

Morris: Gene Trefethen—is that a Kaiser Industries name?

Heard: Yes, he just retired as president of Kaiser.

**Women as Leaders in Today's World**

Morris: Did you say that you were the first woman on the board?

Heard: I was the first officer. I was vice-president. Now, since that time, we've always had a woman officer, usually a secretary.

Morris: Is that a balm to the women?

Heard: Yes, I think so.

Morris: Do you find that occasionally they ignored you or tended to disregard you?

Heard: No, because I was always doing a great deal of work, at that time, for them. I was program chairman, as well as being vice-president. Now I'm on the executive committee, of course. You get in an inner circle, and then there you are. I certainly wasn't striving for it. I was pushing for Ellie Heller. We were sitting in the same committee, and she said, no, she didn't want it; she wanted me to do it.

Morris: I see. Why?

Heard: I don't know. She was already involved in too many things, I guess, and probably didn't have the time to give. Or maybe she thought I would be better because I was actually in the program.

Morris: You feel that once a person is a member of the inner circle of whatever the organization is, then the distinctions between men's role and women's role disappear?
Heard: No, I don't feel that. I think it depends entirely on the organization. I don't think there's any women that I know of in San Francisco that I think should be president of the World Affairs Council, because so much of its connections are with corporations, banks, and organizations that still need the men's leadership role. I think it would be very bad for the organization. Not as far as operating the organization goes—I think that women could do it better than a lot of the men I see, because they know more about committee process, and procedures, and group discussion techniques, and all that kind of business. But not in terms of representing the organization.

Morris: That has to do with general, social stereotypes?

Heard: You're reaching out all over the world and you're dependent on your contacts through business, and big organizations, and so forth. I don't think it would be good for the University of California to have a woman president, for instance, because you still have to work too much with the legislature. It just depends on what the job is, but I think there are big roles for women in any organization.

In fact, we've got plenty of them in the World Affairs. Membership chairman, Jessie Ray, works night and day. And Helen Lombardi, who has been head of the library for I can't think how long. Oh, a lot of women work very hard. Mrs. Eccles is now a vice-president. No, I just think it depends. It's important to have women, and that's been recognized, I think, in every organization to a greater degree than it used to be. But there are certain organizations that I wouldn't like to see women the president of in today's world.

Morris: In today's world in relation to what the organization is about?

Heard: Yes, the contacts it has to make. Now, the International Hospitality Center has a woman president. I think we have lost something, although Ellie Nishkian is certainly a good president and we have gained something under her leadership, but it is difficult when you have a man whose contacts are in the business world—as he walks down the street, he knows people that are important in the business community and in the funding community.

I don't see very many women in the United Way, for instance, that are heads of any of the departments in the campaign.

Morris: Will that change as more women go further in business?

Heard: I would imagine it might. But in the United Way (I'm not as close to it as I once was, although I'm still a trustee) we've
Heard: lined up for five years in advance who's going to be chairman of the campaign. Corporations loan their people to do this. One of the difficulties in getting representation on a lot of boards—well, the United Way, for instance, has a policy of one-third donors, one-third clients, and one-third members of organizations. So, you see, you've got a broad range of people there and it's almost impossible to fulfill that obligation and to hold meetings when everyone can attend.

Morris: Tell me what a member is.

Heard: Well, like a member of the board of a YWCA.

Morris: But the YWCA is a client, too.

Heard: When I say client I mean somebody who is a recipient of services—a consumer.

Morris: In other words, somebody who came to the Y for classes.

Heard: That is in a class, or a club, or an ethnic center, or something like this. Another thing that's changed an awful lot, too, is that in south Alameda County, for example, we have a great many groups springing up because people are afraid to travel at night to get to larger centers. So they want their own admission to the United Way. This is bringing great pressure on the United Way, and making some of the older, established agencies very unhappy. I'm in one of them.

Morris: Sort of like the United Nations and the countries of 60,000 residents.

Heard: That's right.

Morris: It's probably the inevitability of growth in so many things.

Local Study Groups

Morris: Regarding one other aspect of the World Affairs Council, could you tell me how your local study group of World Affairs functions?

Heard: I think we had it for thirteen years. It ended in 1970 when we sold our house. We met for one year at the Dunlaps', but before that we always met at our house. I guess this started when I was chairman of the program committee. Bob Scalapino met with us our first year. We had a group of maybe twenty-five or thirty people
Heard: most of the time--mostly couples, although we did have a number of women like Mrs. Douglas and the psychiatrist, Dr. Lucille Eliot, and Emily Huntington; and one or two other single women--Bernice May, of course. But it was a group of friends. I guess we knew each other or somebody in our group knew the other and we gathered them together. It was people like Judge and Mrs. Peters, the Dunlaps, the Scheers, the Heinemans, the Dobrezenskys, the Heards, the Holmans, the Blaisdells; the Shirpers. North Burn and his wife were in it when they lived here, when he was out at Mills.

Morris: He was back through here a couple of months ago.

Heard: We had him at World Affairs for a while. He helped set up the campaign. We started this group, and we chose our own topics and assigned our own papers. Most of us always went to the Asilomar conferences and still do.

Morris: With all the involvement that you had in World Affairs Council as program chairman, I'm fascinated that you would find this also a recreational, social thing.

Heard: It was both, I think, recreational and social. It was different from having one of those study groups in San Francisco, which was just brought together by the people who were members and who were signed up to come to the course. Mostly the reason that the San Francisco study groups faded for a while was that people weren't interested enough to do papers. They wanted to come, and it was a lunch. They just wanted to hear some expert talk and be told about the topic, and then they would have a discussion.

I think we only had one or two groups that were those in which people did their own papers. Now they've tried to revive those, and I think there are one or two that have happened in the last two years. But this is hard going, because everybody's busy.

Morris: Your group of friends took on some pretty knotty subjects.

Heard: They did. They really did. Oh my, it was really an interesting and stimulating group in itself. Henrik Blum was in it one year. It fluctuated from time to time, because people moved away or something happened to them, but we had a pretty consistent core all those years.

Morris: Did you find that in listening to different peoples' research that your ideas would change or that you would influence other people in a different direction from what they were thinking at the time?
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Mrs. Alexander Barker

"The First Seven Member Organizations"

NATIONAL BOARD OF THE YOUNG WOMEN'S CHRISTIAN ASSOCIATIONS
GENERAL FEDERATION OF WOMEN'S CLUBS
NATIONAL COUNCIL OF JEWISH WOMEN
WOMEN'S DIVISION OF THE AMERICAN JEWISH CONGRESS
NATIONAL WOMEN'S TRADE UNION LEAGUE OF AMERICA
GIRLS FRIENDLY SOCIETY OF THE UNITED STATES OF AMERICA
NATIONAL FEDERATION OF BUSINESS AND PROFESSIONAL WOMEN'S CLUBS
ALSO INDIVIDUAL WOMEN: SPONSORS AND GENERAL MEMBERS OF THE WOMEN'S ACTION COMMITTEE FOR VICTORY AND LASTING PEACE

ABOUT 7,500,000 WOMEN
Heard: Oh, I think some of the topics we took were different enough for us to have to. We required everybody to do a certain amount of reading to prepare for each other's paper. One was on Russia, and these are the topics: "Russia and Southeast Asia," "Russia and the Middle East," "Russia and France" (Bernice did that paper), "Russia and the United States." The Asilomar conference that year was on the United States and the Communist world, so we sort of prepared for that.

Morris: Did everybody pick her own topic, or did somebody come up with a list?

Heard: No, no. We had a steering group that outlined it. Now, one year was "Europe in Turmoil." Paul Seabury was in, and he did "Western Europe in Search of the Future," "Britain's Dilemma," "France--The Tortoise or Reformed Hare of Revolt," "A New Look at Germany," "Nationalism and the Economic Future of Europe." Now, these are really heavy, heavy assignments. Another one was "The Caribbean Cauldron."

[end tape 9; begin tape 10, side 1. The first portion of Tape 10 has been moved to the first section of Chapter XIV. Tapes 10 and 11 were recorded on 27 October 1976]

Women's Action Committee and the United Nations

Heard: [Sorting through documents.] Here is that Women's Action Committee that I represented at the 1945 United Nations conference. It was a national organization, and Carrie Chapman Catt was the president of it.

Morris: The back of this letterhead says about seven and a half million members.

Heard: Yes, it was a big thing, but we had a small organization in San Francisco.

Morris: Here's the Girls' Friendly Society as one of the first seven member organizations. I had completely forgotten the Girls' Friendly Society.

Heard: I had forgotten them, too.

Morris: Was this organized just during World War II?

Heard: I don't know. I knew Mrs. Carrie Chapman Catt and admired her extravagantly. She came to one of the national YWCA meetings and brought Mrs. Roosevelt along with her. That was in Eleanor's
Heard: more gawky, undeveloped years. And Mrs. Catt—she stole the show. She must have been talking about the League of Women Voters. Wasn't she national president in those war years?

Morris: Yes, I think she was.

Heard: Or she might have been talking about this organization. But anyway, Lillian Phillips in San Francisco (whose name is on there) and I, by virtue of our being officers of that organization, got to go to the United Nations conference as observers.

Morris: I see. So in its day the Women's Action Committee was a powerful organization.

Heard: Important. But I don't even know if it's in existence now.

Morris: The first seven member organizations do not include the League of Women Voters, which is an interesting omission.

Heard: Then I don't think Mrs. Catt was president of the League at that time. She must have been doing something else.

Morris: Dr. Aurelia Reinhardt was the honorary chairman. That was while she was president of Mills College.

Heard: Yes, and we worked with her. We used to ride back and forth on the ferry or bus or something from San Francisco together, she and I.

Morris: What kind of action do you recall being contemplated?

Heard: Well, I only really remember this in relation to the United Nations conference. I must have gotten on it because of being in the YWCA. Dr. Emily Hickman (who is no longer living), who was a member of the national board of the Y and chairman of the public affairs committee, was out here in some minor staff or administrative position, and that didn't hurt me either.

Morris: She was staff on the conference?

Heard: I think she was doing something for it. Now, exactly what, I don't know. But I know she was very active in the NGO group. That's where we first saw Alger Hiss in action.

Morris: What was your impression of him in 1945?

Heard: None of us believed he was a Communist. We were all trying in those days to be friendly with Russia. And he certainly didn't
Heard: do anything pressure-wise, as far as any of us would say. I still don't believe that he was subversive.

Morris: Was he staffing the NGO?

Heard: Yes.

Morris: What was the agenda for NGO participation in the UN conference?

Heard: I think we merely discussed the issues that were coming up in the writing of the charter, and got input from all the organizations that were represented in the NGO group. The NGOs now at the United Nations are an extremely important organization.

Morris: Is the focus to develop voluntary action in various countries, or is it more to provide a medium for getting other UN ideas out in the community?

Heard: I think it's to disseminate information through their member organizations--although I don't hear too much from Roz Harris. She just reported on some of the immigration service requirements that are being proposed. They would require that a sponsor of an immigrant coming to this country assume full responsibility for any expenditure of federal funds made in behalf of this undocumented person for a period of five years--which means if the individual got in a bad automobile accident, or was taken ill, or something like that. It was Mrs. Harris's feeling that this would practically terminate immigration, because you wouldn't be able to get a sponsor to take that on. Now all sponsors have to do is to find a job, offer a home, and find an initial means of support. But five years, with all the hazards, would be an impossible thing to ask a person to do, I assume.

Morris: Is this something that the United States delegations are interested in?

Heard: I don't know. We just brought this up at our national Traveler's Aid board meeting the other day--our program committee meeting which I chair--because of its impact on our refugee program. So just how serious it is, or how much uprising there will be against it, it's still too early to tell. But she was very distressed about it.

Morris: Does the UN provide enough lead time for NGOs to get the information back through and discuss it with their organizations?

Heard: Well, Charles Hogan was the staff person for NGOs committee, so he's the one who can fill you in on all of this.
Morris: Going back to the YWCA: is there a separate structure that is involved in and responsible for international affairs?

Heard: Yes, what is it called?

Morris: I find references to World Mutual Service, and also to the Y World Council, which may have been your shorthand for World YWCA Council?

Heard: Yes, that's the group that's made up of the member agencies and sponsors the World Council meetings. It's limited to twelve representatives from any one country, and it's based on the membership of the YWCA in that country. The United States is one of the countries with its maximum members. And that's how I got to be on the World YWCA Council.

Then there is out of it an executive committee, of which I was a member. The World YWCA headquarters is in Geneva. It has a staff which oversees all of the YWCA projects around the world, of which we have a very great many. The foreign staff is under the country which sends them. For instance, the United States YWCA has a very large foreign staff who carry on YWCA work around the world for periods of time. Usually it's a two or three year assignment, and they come back and are reassigned or do something else.

The World YWCA is responsible for the World Fellowship program each year which we do in cooperation with the YMCA. It is responsible for scheduling and planning the World Council meetings, which come every four years. I attended the one in 1947 in China, '51 in Lebanon, and '55 in England. It also has committees which coordinate these various activities. For example,
Heard: I was on the committee for the revision of the world constitution of the YWCA. Then I've been on teams selected to go after the council meetings.

Morris: I wondered what a post-conference team was?

Heard: A post-conference team is made up of usually four or five persons who had been at the conference and who come from different parts of the world. For example, when I went to Egypt, Mrs. Baumanchain came from Burma, there was one person from Japan, I was from the United States, there was somebody from South America, Anna Jaggi was there from Africa.

Morris: Is that kind of a review?

Heard: The association which you are visiting opens various and sundry meetings, depending on how big an audience they want, and members of the team make reports on what happened at the council meeting. Then we usually had work sessions with the leadership of that association to talk in more detail about, for example, the revision of the constitution—which would not be something you would discuss in a general assembly meeting when you were reporting on what happened in the convention. So that's the purpose of these kinds of meetings.

I was on a team, and there were just two of us, who went to Finland in 1955. I had dinner one night there with a group of high school girls, and we talked about growing up in Finland versus growing up in the United States. And we taught each other some songs. I have heard from those girls every year, for twenty years, at Christmas time. I was there again in 1968. I went to the ICSW--International Conference on Social Work--and we had a reunion.

Morris: With those young ladies now grown women?

Heard: Yes, all married, and a couple divorced, and so forth. It was really very moving, because one of the songs that I taught them was that Maui farewell song "Now is the Hour." Just when I was about to leave, without anybody saying anything--they started singing (it makes me weep to think) "Now is the Hour." Oh, dear--it was something. You know, that's amazing--over a period of twenty years to hear from those girls.

Morris: It must have really meant something to them.

Heard: Yes, and I think our reunion did. If we hadn't had that it might have just faded out, I suppose, but not with those memories that we shared. And then catching up on what they had been doing since.
Heard: One of their problems is universal—that the mothers-in-law wanted them to have more children instead of pursuing a career. One of the girls was a very keen biologist in some kind of marine business and she had two children, but not a son; so there was tremendous pressure on her to stop what she was doing, because they were convinced that she couldn't have another child if she kept on working.

We had a lot of things to talk about. The secretary of the group, with whom I correspond, is the drama critic for the Finnish newspapers.

Morris: You two must have had a bond of interest in the theater.

Heard: We had a lot of fun together. Since the last time I saw them she has married and has a stepson who is fourteen. Her husband is an actor. I keep up on them.

Morris: What were their interests and concerns when they were younger, back in 1955?

Heard: I think it was mostly about the relationships between boys and girls in Finland. I don't recall all of the differences between there and the United States, but it was less open—fewer opportunities for socializing. And their relationship to their parents. Just general teenage conversation.

Morris: How about teenagers in Finland and other countries overseas in relation to some of the broader YWCA purposes, in terms of social justice and personal leadership?

Heard: I think it would have depended on how—well, in Germany I didn't meet with young people. I was invited when I went to Germany by both the women's affairs section and the youth section, and I chose to go with the women's affairs. So I only met with one or two youth groups and mostly they were refugees and had other kinds of problems.

I remember in Berlin I met with a group of college age kids. One of the boys in this group they simply hadn't been able to get through to at all. Then something happened in that group, and he just opened up. The director of this group, an American, was absolutely dumfounded. I can't tell you what we were talking about that just suddenly opened the flood gates, but it did.

Most of my contacts in the World YWCA would have been with board and leadership groups. I don't remember meeting with any teenage groups except in Finland.
Morris: If there are American staff, for instance, working overseas who are responsible to the national board of the YWCA—are there any problems with them in relation to there being an international committee and staff that is responsible for the World YWCA activities?

Heard: No, I don't think so, because those are always cleared and what they do is known; nobody is going out in a deviation program. Mostly these people go to the undeveloped countries where there is no YWCA.

For example, Claire Boyd Wheeler was in Ethiopia for about four years; there were no women's organizations. It's something like the women's affairs program in Germany, except you do it in a Christian emphasis. The main thing is to get them going on community problems and helping to meet needs of women and girls through an organization like the YWCA.

Morris: Who decides, and how do they go about deciding, which countries you're going to send how many people to?

Heard: Requests come from countries through the World YWCA, and these are referred to the member countries. For example, Great Britain sends quite a few foreign staff members around the world, other countries fewer.

Morris: This 1949 Women's Press lists grants for training in Belgium, France, Holland, Italy, in addition to Germany. Who in those countries, if there wasn't much of a YWCA—?

Heard: There would have been a YWCA. It may have been bankrupt, it may have been weakened by the war, which was certainly the case in Italy, for example. One of the problems in Italy was that you really never got down to southern Italy, because the poverty was so terrible. In all those countries, too, you have to remember that there is a very great difference in the relationship of the YWCA to the religious bodies. One of the speeches that I was looking at here had to do with the differences.

In Germany the YWCA is very much a part of the Lutheran Church. Fraulein Zarnick, who is the president and the executive of it also, was a pastor in the German Lutheran Church.
Seeking Agreement in a Divided World

Heard: I have my minutes here on what happened when the World Council met in the Middle East, in Lebanon, in 1951. We had delegates there from forty countries, representing more complexities than we had in the United Nations. [Reading from minutes.] "They met in a spirit of cooperation, of willingness to look at our failures as well as our successes. Met to try and understand and help each other.

"The plan of work: we had discussion groups around major policy questions like ecumenism, social and international affairs, finance, membership, cooperation, emergency work. Then there were special groups on the drafting of the constitution, executive committee, and nominating committee."

Now, there were non-Christian countries--India, Pakistan, Indonesia, the Arab world--and antagonism to Christianity as being a Western philosophy. There were predominantly Catholic countries: the Philippines, South America, and Italy. Predominantly Protestant countries were Lutheran, Anglican, and in Northern Europe. And countries of divided Christianity, like the United States and Canada.

So you see, we were forced into a kind of pioneering for which there are few guidelines from other experiments. How do we go about drawing these people together and beginning to understand each other? One of the techniques we use in the World Council meetings is a different kind of worship service every morning, put on by one of the delegate countries.

Morris: Of the different religions?

Heard: Of the different religious backgrounds. This was a little hard on all of us. For example, we went to a Greek Orthodox service, and a Maronite service in Beirut. Then we had to, as Americans, ask ourselves: How can the YWCA become actively and creatively unified as a world Christian movement in a world which is so divided religiously and politically?

Morris: And how did you answer that?

Heard: We said that it was something we had to keep working at. For instance, Ms. Chakko from India, one of the really great women of the YWCA, said that in order to be vital you have to involve yourself in the study of the Bible, either in church or out, because you can't speak in a common voice when you don't have a common language or a common background.
Morris: Was Ms. Chakko a Christian?

Heard: Oh yes, she was a Christian. Others pointed out that Christians had made too many compromises in program, technique, and interpretation of their values. They haven't been clearly Christian. So we felt that the YWCA should help us to resolve some of the problems involved in these religious differences by getting out material that would be acceptable to all faiths by eliminating practices in our own associations that mitigate against unity—like certain provisions in constitutions, in our structure, in our policies, in our membership, and so forth. We recognized that the YWCA had a long and good experience in relating groups to each other: In a world going to pieces our experience should be helpful.

We thought that one step we could take would be to have staff members from these different religious backgrounds, even though they'd not all function as specialists in the field of religious education. We recognized this was very difficult, because we are all born into a set of complexities for which we are not responsible.

[Reading] "So if we put ecumenism at the top of our goals, and come together not deeply rooted in the religious faith of our own church, we can more easily achieve unity. But are we really ecumenical?"

Morris: Does ecumenical relate to the kind of materials that would be sent out that would talk about ethical beliefs?

Heard: Yes, the things that unify us and not the things that divide us. There's been since '51 a tremendous increase in the ecumenical basis of Christianity.

We had a big discussion, of course, on membership, and the solvency of each nation, and the number of reasons why the YWCA needs to know how many members we have and who they are, and the accuracy of our statistics and financial reports, and so on. We found there was no uniformity in the membership practices, of counting who's a member, so we recommended that we do something about that—to get out statistics that made sense.
The Y's Christian Core

Heard: Who is a Christian, we discussed. And we had a long discussion about associate members. They were agreed that the local association should be encouraged to interpret the YWCA purpose before she becomes a voting member: [Reading] "Could be an associate member, but are they second class citizens?"

For example, it's illegal for Moslems to change their religion. Does this mean that they're always second class? The same is true with the Jews and some other confessions which cannot accept the Christian basis in its present form.

Morris: That's fascinating. How did that get resolved?

Heard: Well, that's why I worked on the revision of the constitution.

Morris: What do the Moslems do, for instance, who are sincere in their religious beliefs? How do they join the Christian core?

Heard: This is one of the big problems in Cairo that we hashed over for a couple of days. They were concerned about whether if they let Moslems in, if they had Moslems on the board (because a great percentage of the people in Egypt are Moslem), they would lose their Christian core; they would lose their Christian emphasis. Oh, I don't know. If you get over to the Middle East where the...
Heard: French influence is great it's an entirely different approach to
the whole question of belonging, and signing, and so forth.

Morris: How was the constitution finally revised?

Heard: We left it a Christian organization.

Morris: Is this related to the individual commitment?

Heard: Yes.

Morris: How does this work in countries where many prospective members
might be non-Christian?

Heard: I think that the spirit in which you do this is a Christian spirit
which permeates all the activities. These activities are a means
of integrating people. It's a means of getting information to
people who need it and don't have it. It's a means of developing
leadership, and having people willing to take leadership. If
people are going our way we think it worth our investment, our
study, our concern, and our dollars.

Morris: Is there considerable non-Christian YW membership in other
countries?

Heard: Surely, in the Moslem world, in the Jewish world, in the Catholic
world—who are certainly not non-Christians, but they're
certainly different from Protestants. Within the Protestant world
look at the divisions we have: Presbyterians think only a certain
number will be saved; others have a different idea.

Once when our children were small—Helen was six, I think,
she asked at the luncheon table, "What happens to you when you
die?" Her brother said, "Well, if you're good you go to heaven,
and if you're bad you go to hell." She said, being a pragmatist,
"What happens if you're part good and part bad?" And he said,
"You just dangle in space." [Laughter] So every time I fly across
country I expect to bump into these people who are dangling in
space.

Morris: Are women from other religious backgrounds comfortable with this
present personal commitment idea?

Heard: I don't know that they're comfortable with it--

I just see some notes I was looking for. Talking about
Israel, for instance, when I was there: the political question
was [reading from notes], "How can a state, an unwanted alien to
Heard: its environment, thrust upon an area, survive, especially when it created a million Arab refugees that it was designed to alleviate?" And then philosophically, "It's a challenge to the modern conception of a state. There's been no other state in the world that's characterized by a race, a language, and a religion, none of which are nationally characteristic of any other state, because Israel alone is Jewish, Hebrew, Judaic. No state is alone Moslem, Christian, Protestant, or Catholic." So there's a much more clearly differentiated attitude on the part of Israel than there is in other parts of the world.

Morris: Has there been much YWCA activity in Israel?

Heard: I don't really know whether there has or not. I've been mostly involved in the refugee program in the Middle East. One of the things I gave you today is about the Musa Alami Foundation, which Bartlett and I have been involved in for a long time; he is on their advisory committee.* This is a fabulous thing--it's for the Arab refugee boys that have no place to go, and have no schooling available, and were rushed into the refugee camps. The YMCA and the YWCA have been very active in the refugee camp situation for the Arabs in that part of the world.

We visited several of those camps, and the hospital, which we also helped support, in Jerusalem.

Morris: Does Musa Alami take care of the boys in the Near East?

Heard: He has a school outside of Jerusalem. It was a big affair before the 1957 war. The Jewish people came in and destroyed the wells and the farms, and put restrictions on--said that they couldn't maintain the program to the same extent.

Morris: Are these Arab boys who are without family, but are living in Israel?

Heard: Not living in Israel. They are refugees. They were formerly in that part which is now Israel. There are thousands of Arabs who, Arab friends say, were told by the Jewish people that they could stay, but they said, "When you have a machine gun outside

*See Chapter XXVII for Mr. Heard's comments on this organization.
Heard: your door, do you stay?" No, you don't. So most of the people who lived in that area left, of necessity. Just like people who are leaving Beirut now, who are between the Christians and the Moslems, which is an incredible thing again.

Morris: Does an organization like the World Council, with its ecumenical beliefs and its beliefs in social justice--do they ever mediate at all, either formally or informally, in a situation like the Near East where you do have two cultures in conflict? And then again in this country, which is also, to a certain extent, involved in the tussle between the Arab countries and Israel?

Heard: Well, you know the political situation in this country is full of contests between those two interests. I don't know of any specific instances where the YWCA or the YMCA or any of the Christian groups have taken sides.

Morris: I wasn't thinking so much of taking sides, but it sometimes seems as if historically there have been more Jewish people in this country than Arabs; therefore in this country the Jewish point of view may get heard more than the Arab point of view.

Heard: Oh, well, that's probably true, but also the Jewish people in this country are well organized. And they have contributed tremendously to this country. I can't think of New York or San Francisco being what they are without the great Jewish families and what they've done for them. So I think we've kind of transcended that feeling in this country, in terms of the individuals whom we know. I never even think about whether some of my friends are Jewish or not; that wasn't the important thing.

I have been and still am on a lot of boards which have Jewish members and it has nothing to do with our attitudes to each other, I'm quite sure. It was just pooling our expertise, our interest, our contributions to a cause in which we both were interested.

Methods of Fund-raising: Training to Give

Morris: What about the emergency fund? And there was also a reconstruction fund.

Heard: After the war we raised three million dollars in this country for rebuilding the YWCAs that had been destroyed in the war and I was chairman of the western region.
Heard: I think I told you about the experience I had about the students' reaction to raising money?

Morris: No.

Heard: This was during the Atlantic City convention. I don't recall the year—'46, I guess. Helen Kim, who was the president of the women's college in Korea, was there, and she made a tremendous impression on all of us. Much was destroyed in Korea at the time of the Korean War. She came to this country, and she said, "Where are the scars in America?" We don't have any; we don't really know what war meant. And so the YWCA in the United States agreed to raise three million dollars to help restore associations that had been wrecked during the wars.

We had some planning meetings in my room in the hotel, which happened to be larger than some others, I guess. Anyway, the students were there. And the students' idea of raising money is always to give up a meal. So they were talking about that. At that time we had three million members in the YWCA. So one of these students said to me, "That'll be very easy. All we have to do is get a dollar from every member." I said, "But that's not the way you raise big money. You have to have some $100,000 gifts, and fifties, and twenty-fives, and tens. You get very little from the dollar contributions from every member."

This girl looked at me and she said, "Mrs. Heard, don't you have any faith?" But how naive they are about fund-raising.

Morris: Was this reconstruction fund one of your first experiences of fund-raising on this scale?

Heard: I guess it was. I don't think of myself as a fund-raiser, but I certainly seem to have landed in a lot of it.

Morris: You think the fund-raising comes after the project?

Heard: Oh, yes—you have to have a project in which you believe. And that's what I've said to people. I was talking to a woman the other day, wanting her to do something, and she said, "Well, I can't raise money." I said, "Well, you certainly can raise money. Everybody can raise money for something they believe in."

At the trustees' meeting of the University two weeks ago, we had Mr. Radich out from Michigan to talk about fund-raising and the responsibilities of trustees, et cetera. I said that some fund-raiser I'd worked with had said that there are three things a trustee can do in terms of financial support: he can give, he can get, or he can go. Which is not always true, but in a real sense it is.
Morris: Did you have any outside consultant help on this $3 million reconstruction fund that the Y raised after World War II?

Heard: I assume we did. But I can't remember what the organization was. I know I was trotting all over the western region making speeches about it.

Morris: To individuals or to general audiences?

Heard: Mostly to YWCAs who would take a quota. And then how they raised it was their business. It was a matter of sharing ideas about how others were going about it. I don't recall how much the quota of the western region was; we went over the top, I know that.

Morris: Through Association activities, rather than going to individuals?

Heard: Yes, and individuals, too. We were interested in individuals who made larger contributions. And, of course, the national board, itself, did a lot. But again, that's so long ago that I forget the details.

Morris: Well, we'll come back to the question of fund-raising again--the skills of it.

Heard: The two persons that you want to talk to, in relation to fund-raising, are Dave Hanaman at Alta Bates, and maybe Bob Montgomery. Alta Bates just got the citation from the Fund Raising Society of American for being the best fund-raising group in the hospital field.

Morris: I believe it. I hope they gave you your own copy of that certificate.

Heard: And Bob Montgomery just got the Walker Award, which is awarded to an outstanding hospital administrator for study abroad.

Morris: To enable him to study fund-raising abroad?

Heard: Not fund-raising, but hospital administration. So he and Joan are going next spring; he thinks (at least that's what I was told yesterday) he might go to Australia or New Zealand, where they have a more similar kind of hospitalization, I guess, to ours. Or maybe it's different enough so that there are learnings to be gotten from it.

Morris: I don't know why I'm surprised, but I'm certainly entertained to discover that there's a Fund Raising Society of America.
Heard: Yes; well, sure there is. Heavens yes—in a lot of fields. Universities have it; members belong, such as Dr. Radich who was out here. They exchange ideas, put out publications. We at Cal learn a lot from the University of Michigan because they've been at it longer than we have. Some of their ideas we think are applicable and some aren't.

Morris: And there are real distinctions between raising funds for something like the YWCA, and for a hospital, and for a university?

Heard: I would think there's more similarity between a hospital and a YWCA. Well, I'm not sure. I think a university has a different problem, particularly if it's a state university which people think is funded by government: Why does the university need money? We really have been so slow in getting our alumni foundation going. Really, the bicentennial was the kickoff for what the University's doing in fund-raising for the Berkeley campus.

Morris: It seems to be, yes.

Heard: And all this has evolved from that since. Just to get a list, or to get cards or data on the thousands and thousands of alumni of this University who've never been asked for anything, is an impossible job in a short time. I went on the "Cal Calling" one night, and I had a stack of cards about that high to phone. You call up and say, "I'm a member of the foundation board of the University"—or an alumnus of the university, whichever opening line you use—and, "We'd like to have you join the alumni association."

"Well, I've never been asked to do anything before." And it's only asking for twenty-five or thirty dollars, so it's not a huge thing.

One of the things that Radich said—and I've got to talk to Dave Hanaman about this—is that he thinks that we should not fool around with small gifts; it's too expensive a method of raising money.

Morris: For your time, I would think.

Heard: Yes, well, I mean for an institution. You shouldn't go after that ten, fifteen, twenty-five dollars. Now, that's the whole basis of membership in the YWCA. So I did think there would be a difference in the method which you use in a membership organization appeal, which the University has, too. The program I work on, the RGSA, is a thousand dollars; we don't approach anyone who isn't already researched and capable of giving that amount of money, or $10,000
Heard: for a life membership. And then you hope to go back to them for bigger gifts after that. [Laughter] You work up to a hundred thousand.

Morris: Part of it seems to be that people do or don't develop a habit of giving, or an expectation that they will share.

Heard: They're not trained. Morrie Cox and I argued about that, because he said, "Don't you know there are more millionaires today than there've been at any time in our history?" And I said, "Yes, that may be true, but they're not trained to give." And he admits that that is the case. We're running out of the older generation who are trying to settle their affairs. There's now an interest in unitrusts, and life income trusts, and all that sort of business, which is very new in the foundation field. So we work on those.

Morris: And a much more technical kind of a thing, I would imagine.

Heard: Yes, you have to guarantee a certain percentage of income during the lifetime of your donor. Then the institution gets the principal at the death of the donor.

Morris: That kind of very skillful analysis of what you're trying to raise money for, and from whom, I should imagine would totally baffle the average YWCA finance committee.

Heard: Yes, because they're primarily concerned with supporting the services that the Y's giving, working with the Community Chest, getting the money, presenting the needs, and that sort of thing. But the purpose of a low membership fee in the YWCA is to make membership possible to many women and girls. You interpret the kind of organization the YWCA is so they know its Christian purpose.

**Strengthening the Y's Purpose and Meeting Changing Needs**

Morris: I've heard some interesting discussions about the YWCA purpose, and the changing statement that gets revised at every national convention.

Heard: It doesn't get revised at every national convention; it never gets revised at every national convention.

Morris: Well, then help me sort out. There's the individual acceptance of the responsibility of the purpose of membership. Then in this 1949 convention magazine there was a discussion of "our present
Morris: Purpose, which is leadership with a positive faith in God and the values of personal worth and social justice."

Heard: This is an interpretation of what the Purpose means and commits you to. That's not any words that are found in the Purpose itself. The Purpose of the YWCA is still "to build a fellowship of women and girls devoted to the task of realizing in our common life those ideals of personal and social living to which we are committed by our faith as Christians." It's engraved in my head. And all that you're talking about here is somebody's interpretation of what this means.

For instance, the YWCA today is committed to the elimination of racism by any means.

Morris: And it's described as an imperative.

Heard: That's right, but that's an imperative which the YWCA of the United States of America has taken for itself. This has nothing to do with the World YWCA. Or it's a mandate to the national board to implement this, to stress it throughout the YWCA in this country. But it's only a strengthening of the interracial policies that the YWCA has had for twenty-five or thirty years. We were the first organizations to eliminate Negro centers. One of our contributions in the USO was the same emphasis.

So this is interpretation, bringing it up to date for 1976.

Morris: That's helpful; so it's a kind of a two-stage thing?

Heard: Yes, it may be one aspect of a program. Also, you have to remember that the YWCA in the United States has a public affairs program, just the way that the League of Women Voters does. These are much more in terms of rights of women, where the pinch comes on them, education. We had some public affairs statements during the war about our relations to the armed services. I don't know, it depends on the emerging problems of the time of the convention, I think.

I mentioned to you that I went to the convention in San Diego a couple of years ago. I am so out of touch with the way the convention was organized, in caucuses and so forth, that I really don't have the time or the energy to bone up on what that process does to forward the objectives, strengthen the Purpose, and so forth. I have some pros and cons about it, so I just think it's time for me to bow out, because this is the current generation's way of attacking age-old problems. Today they have a Negro women's caucus, which I think is divisive, instead of integrating. Why they need that, I don't know. They have other kinds of caucuses. The whole idea seems to me to be divisive.
Heard: Now, maybe the whole idea of organizing around age is equally so. We, earlier, had Y-teens, and students, and business and industrial. The industrial program, when we had it in that category, was largely household employees. We don't have them anymore.

There's such a change in the whole needs of women and girls in our society today; that's why we don't have to have residence clubs anymore. Every place that I know of, the residence club is gone, or it's become coeducational--one or the other.

Morris: That's a startling departure.
XI11 WOMEN'S AFFAIRS CONSULTANT: GERMANY, 1950

Post-War Problems

Morris: I do want to get back to your trip to Germany, because the little bits that I've come across about it are fascinating. How did you happen to be appointed to go to Germany and do that extensive three months' study?

Heard: Well, I was invited, as I told you, by the women's affairs division of HICOG [the High Commission of Germany] and also by the youth division.

Morris: Did you have any acquaintance with John McCloy, who was High Commissioner, or others on that staff?

Heard: No, but Ruth Woodsmall, who had been the general secretary of the World YWCA, was the director of the women's affairs division in HICOG. We had women's affairs officers in Munich--that's where Emily Rued was. Berlin had one, Stuttgart had one--Wiesbaden. They were the four centers out of which the women who were in charge of that area worked.

I had already gone through a number of chairs in the YWCA, and in other organizations, so Ruth Woodsmall knew me, and she knew I had been in that UN delegation in San Francisco, and so forth, and so forth. You might just want to take these papers* and make any sense out of them that you can, but I'll talk about it a little bit.

*See supporting documents for press clippings, poster, and report Mrs. Heard wrote on this visit from Ruth Woodsmall papers in Smith College collection.
Morris: Yes, I'd like to know some of the people and some of your observations.

Heard: In the first place, when I got this invitation it was in the fall of 1950. Brad was at Harvard, Helen had been married and was away, and Bartlett would be all alone in that big house. That's when we started having foreign students living with us, just prior to that. I was in New York at the Moores', and two of the Hoffman boys were there. I was debating about going away for three months, and the Hoffman boy, Halleck, said, "Well, if my father can give all the time that he does, you can certainly give three months."

As I said, I had a hard time deciding to go for three months, because what could one person do in this situation? One of the veterans that I talked to said, "Certainly an American going over there can knock their heads together." And I said, "That's not exactly what I thought we were trying to do—that we are trying to persuade, and not order an old, proud, established culture to substitute some new patterns in their homes, and schools, and institutions."

Another point was because of the importance of Germany in the postwar world. Germany, with its population, and its high level of education, and its prewar social welfare programs, university women, and all that—it was a highly organized and outstanding country.

Morris: Women already had a certain educational expectation?

Heard: Before Hitler it was extremely active. And, of course, Hitler, when he came in, just said the woman's place was the three ks: the children, the church, and the kitchen: Kuche, Kirche, Kinder. That was all they were supposed to be able to do.

It was important not only because it was geographically a balance between the east and the west, but industrially it was a highly developed country and could be brought up. It had the largest population, it had a trained and ready soldier material, and it had fought two world wars alone and was almost victorious. Now it was in the third war, The Cold War.

Behind the Cold War was the Berlin crisis, and the rearmentment of Germany, and the propaganda on both sides—the eastern section playing up the fears, and the attempts to prevent rearming, to keep the country divided. Proposals to withdraw their troops if the western section would do the same, the threats of death to German prisoners if they cooperated.

So in a country where women were 66 percent of the population—after the war that was the case—they were part of a divided
Heard: country: East and West Germany. Berlin sealed off by itself.

Morris: This was after the wall?

Heard: After the wall. They had relatives in the Russian zone, in the British zone, in the French zone, and there was a big urge for unity. The country had been forty to ninety percent destroyed.

I was out at Pforzheim, for instance, which is on a river, and everything was brand new. Before the war Pforzheim was a place where they made famous German watches. So they had people who were trained in that intricate kind of maneuvering of materials. When the war came they made Pforzheim the center for parts for the bombers. Pforzheim was completely destroyed; there was not one thing left standing in that town. People jumped into the river to escape the bombers' fire—it was a terrible place. That was a pretty terrible thing. In Nuremberg there were only 11 percent of the people left. So they thought that it would take maybe thirty to forty years to rebuild Germany.

I met with people who lived in bunkers. One woman, I remember, and her son of about eight years of age, had with their own hands uncovered bricks to build a little house for themselves.

It was overcrowded; they had all these refugees coming in. There was a refugee camp out of Berlin that had, maybe, thousands coming a day. And there were all the people who were expelled from other parts of the surrounding countries. The universities were not working. I remember going to a concert in Munich. We sat on wooden benches in this great hall (the roof was half gone) that had been one of their great concert halls. The students from the university there, in kind of raggedy-looking clothes, gave a part of a concert before the Purdue glee club arrived from the United States. These Purdue boys came marching in, all in their matching clothes, vitality just flowing out of them, and they burst into "A Mighty Fortress is Our God," in German. Oh, I'm telling you, it was something. And some friend sitting next to me said, "That's what orange juice will do for boys."

You realize how many deprivations these people had gone through in the war period. The girl we had living with us for eleven years who was in charge of the children was telling us many times about the inflation in Germany and the shortage of food. She said that one day she and her sister climbed up on a ladder and they found on the top shelf in the cupboard of their house about an eighth of a package of oatmeal. They sat down and cooked this, and she said it was just a feast. Can you imagine?

Morris: Good heavens.
Heard: It was really terrible.

There was a percentage of older people with older patterns in positions of authority. Oh, that was something, too: the percentage of young people, especially children, for whom there were not enough schools, or jobs, or opportunities to learn responsibilities. They were running the schools on three shifts. One of the programs that was being developed was homes for homeless youth. They were extending the school years to six instead of four—a longer chance for people to postpone decisions about the future.

In the libraries they wouldn't allow the people to take the books out, because they were trying to save the wear and tear on them. And they had an apprentice system.

**Development of Study Groups**

Heard: I guess it was the attitudes towards authority in Germany that were the most difficult for Americans to understand. The role of the citizens was hard for us to get across, because the mayors and the city councils made it clear to our American people that they were adequate and able to handle all problems, and that discussion only stirs up questions without solving them [laughter], and so it was undignified, they thought, for officials to be asked questions they couldn't answer. So forums, they said, have no place in small communities.

We had American occupation officers in every one of the villages and towns; they worked to get collections of people together to have a forum or discussion. Even when 210 people came out to one of these forum affairs, 207 voted against a citizens' committee; they were really afraid to do anything that put their names on a list. We never had a roster of the people who came to our meetings.

Morris: But they were set up to demonstrate a little piece of democratic action?

Heard: Yes, which was hard going, but we did it.

Morris: In other words, you would come and make a speech to them?

Heard: Yes, meet with groups—some of them were very large and some of them were very small, depending on where you went. Two out of 120 in one meeting I had, for instance, were expellees, and they created
Heard: animosity in the group. [Reading from notes] "Germans can't tolerate differences. In any authoritarian system, differences mean rejecting authority."

Then we had discussions on what is a woman's place in the home. What do you do when you have no home, when the woman is now the head of the family and the wage earner? You have no security—you were bombed out, you have no material possessions; you're a stranger in a strange part of the country if you're an expellee. So it was hard to get these women to talk about what they could do, because many of them didn't feel they could do anything. They had so many pressing problems just to survive.

Morris: Were these just groups of women that you met with?

Heard: Yes.

Morris: Did you have better luck with smaller groups than larger ones?

Heard: I don't know. It depended, I think, on how far advanced they were. For instance, I have a letter here on Germany revisited. I was just thrilled on what had happened in one year.

The first year I was there we had a big conference (probably about two or three hundred women came) and I talked about group work techniques. You can see that all kinds of training that you have in your lifetime you have to be able to use. Having been brought up in that whole discipline—in the Youth Authority and with Roy Sorenson, and Gordon Hearn at the University of California, you develop these techniques of buzz groups, and listening panels, and feedback, and all this kind of business, and this was absolutely new to them in Germany.

[end tape 10, side 2; begin tape 11, side 1]

Heard: Often we heard people say that democracy to Germans is what you get when you've lost a war—it's imposed on you. Democracy is really difficult to put over in a country when its principal contact is with an army of occupation. Some of our resident officers were better than others in their interpretation of the paradoxes of being a democracy and an occupying power.

The Germans were very well versed in what democracy's limitations are, first by the Nazis when we were their enemies, and then by the Russians, because they were attempting to win the Germans over to their side. So we were always emphasizing the need to know what we mean by democracy and to be articulate about it, because we have still today young soldiers going to the far corners of the earth, and the families of servicemen, and tourists. We're all interpreters, whether we're conscious of it or not.
Morris: Did you get some orientation or briefing from the HICOG staff?

Heard: No, the women's affairs was its own briefing agent. Miss Woodsmall talked to me when I first went over. Then I happened to know the two men who were head of the youth division—they were both from California. Then there were some friends of mine: a woman from Denver that I knew was in the youth division, and, of course, Emily Rued was in Munich. But pretty much you were trusted to have sense enough to do the right thing. I never heard of any of our people getting into difficulties. Maybe you didn't make any progress, but at least you didn't stir up the whole thing.

One of the things we're troubled with right now in the USO is the number of Americans we have in Germany who are not fraternizing: they don't know the language. If they can't understand the language, they don't go anywhere. So they just stay there and count the days until they get out of the service.

Morris: It makes you wonder, with the interest in bilingual education in this country, why we didn't try some bilingual education in the overseas bases.

Heard: Oh, we did. All our resident men had to speak German, and they did. I could speak German quite well when I was there; I had studied German in high school, and I had had four years of Latin. It's not too difficult to pick up German. I think it's an easier language than French, actually, to learn.

Morris: Did you give you talks at these town meetings in German?

Heard: No, in English. Sometimes you had to have an interpreter, and sometimes you didn't. It depended on the makeup of the group. So I got along. You'd learn certain things that are characteristic of every speech you made, so I guess you get it in a little pattern.

**Lectures on Social Action Through Democratic Process**

Heard: This was evidently a speech I made about the YWCA, because I speak here about the YWCA in Germany. It was in the Verchert House in Berlin, which is in the middle of the eastern zone, and there were two hundred young German women there training to go out into towns and villages of the eastern zone to work with young people in Lutheran churches. Because the YWCA in Germany, as I said, is an arm of the Lutheran Church; it is a church-centered program for youth.
Donnerstag, den 10. August 1950, 19.00 Uhr — In der Music Hall

VORTRAG

Mrs. Bartlett B. HEARD
Vizepräsidentin der amerikanischen Y.M.C.A.

spricht über

The Role of Voluntary Movements as a Collective Force for Social Action in a Democracy

Mit deutscher Übersetzung

Anschließend findet eine Diskussion statt unter der Leitung des Staatsbürgerinnen-Verbandes
Heard: This group that I met with was studying the Bible. [Reading from notes] "Christian philosophy, Marxism, Stalinism, Social Democracy: The Techniques to Teaching Religious Education." It doesn't sound like the YWCA of the United States.


Heard: They asked me to tell them about the YWCA in the United States (this was 1950), and I described our program: "private classes, coed activities, the services, pools, cafeterias, residences, summer camps, the purpose, our Christian statement, the inclusiveness of the association, and membership emphasis; and our efforts to give members a real voice in policy making, the electors' assemblies, the administrative patterns. "The board in San Francisco, for instance," I said, "had Catholics, Jews, Buddhists, Protestants of all sorts, Chinese, Japanese, Negroes, Mexican, Filipino, older, younger, employed, etc." And I waxed very enthusiastically about "this great movement which played such a vital part in our own lives and in our American communities."

They asked me, "What has all this to do with Christianity?" I realized in that "awful moment a failure to communicate and that the Cold War poses different problems to YWCA members in Germany than to us." I was talking about a community-centered program with a Christian purpose, in which formal religious instruction is at a minimum. They were talking about a church-centered organization, for which clarity and conviction and the ability to be articulate about the Christian character was of paramount importance; because in order to survive as a YWCA in a part of the country, a zone of that country which is a focal point in the struggle for the minds of men, "one must be able to say why she believes as she does, and to have the kind of deep roots that make it possible to withstand winds that blew from the east with increasing violence."

I really get impressed with my own articulation. [Laughter]

Morris: Your speeches are beautiful; they really are. You've two things there: you said there were cold winds blowing from the east, and then a little while ago you said that those were the years that we were trying to be friends with the Russians. Can you remember what you felt then? Was Russia seen as a threat by that time?

Heard: Oh, my, yes. Because the people I worked with were deeply affected by the postwar situation, particularly the expellees, the refugees, and the people--one in four, as I said, had a member of their family in Russia. It was not a time to talk about detente; we never even thought of the word in those days. It was just getting Germany back on its feet because it was so important to the West.
Morris: Was it a territorial or a political concern at that point—that Russia had the territory that had been part of Germany? Or was part of it that Russia's political system might be likely to spread further through Western Europe?

Heard: I think all of those things were part of it. There was just a period of uncertainty and trying to pull yourselves together. So much of the country had been destroyed—you've no idea what it looked like in those towns.

Morris: It must have been awful.

Heard: Berlin—even when Bartlett and I were there in '61, you could still see rubbish and destruction that hadn't been repaired. And the same was true in England. These were terrifying years in terms of trying to stabilize your country and yourselves.

German women were looking for jobs, supporting their families, finding their place in the community. And I said, "We needed to find out what Bismark called the 'courage of the civilian'." In a militarized country—that was what Hitler destroyed, the courage of the civilian. That's why it was so hard to get these organizations going. I remember I ended up with some big phrase like "every age is a dream that is dying or a dream that is coming to birth. This age may be the birth of democracy all over the world or it may not be. What you and I do counts. The choices we make day by day, here and now, may tip the balance."

This was a speech to the YWCA in this country. Oh, and then I said, "On December 7, 1945, the Stars and Stripes flew over the White House. The same flag flew over Rome and Tokyo. And in 1945 on July 21st, the flag was raised over U.S. headquarters in the American zone in Germany, and we promised the Germans it would not come down until freedom is secured." [Laughing] I can get myself all wound up over these things.

Morris: Were the Germans that you talked to while you were there concerned about freedom as well as jobs and houses for themselves?

Heard: Well, in getting some of their institutions back we worked with the Frauenring, which is like the federated women's clubs in this country. We worked with the University Women, which was a big organization before the war in Germany. They had nothing like the League of Women Voters—that was one of the things I was plugging for. The multiparty system in Germany made it difficult and still does, to get through on any national scale the things that are important.
Heard: One evening I met with a small group before the large evening meeting, and one of the problems that they brought up was how to dispose of garbage. At the time I was on the state Recreation Commission, and [Dr. Clarence] Dykstra was our chairman. He had been the city manager in Cincinnati, and he was telling us how he used to go down with white gloves on and put his hands inside of the garbage trucks when they were empty to see if they were clean. They had never heard of anything like this, of course. Neither had I [laughter], as a matter of fact.

So then I told them what we did in Berkeley—how it was collected up, and this and that; they said, "We couldn't do that here, because that's a Christian Democratic Union party proposal."

You had to sift everything through the political party structure in Germany. It's one thing that you certainly have borne in on you—what it means to have multi-parties in a country. It divides instead of unifies everybody. And if one comes up with an idea, the other one couldn't possibly accept that, no matter how good it was.

Now, what I would really like to do is to go back to Germany again and see what's happened. Most of the friends I have, I think, are probably gone. But I'm sure that there's progress made in this intervening time.

Emily Rued could tell you about the time she and I went up to Kitzingen where the American Negro troops were stationed. They were responsible for upkeep and repairs and technical repairs of tanks, planes, and so forth. They weren't, I don't think in any instance, a combat troop; they were just detailed to do this particular kind of job.

The commander of that station—a colonel—and his wife were Southerners. I was invited by her to speak at a luncheon which she had for these wives of American officers there. So Emily and I said we would be interested in meeting some of the wives of Negro officers. "Well, we never do anything with them," was the reply.

Emily said, "That's part of our job." So we went out and got the names of some of these wives, and we went and called on them. As a result we helped get started German-American clubs in Germany. This was one of the constructive things that we managed to do.

Morris: These were not only German-American clubs, they were white Germans and black Americans?
Heard: Yes, both. But there had been no real empathy or contact between the military wives and Germans. That was one accomplishment of the HICOG women's affairs.

Morris: That's true here at home, too, isn't it? Quite often military families tend to revolve their activities around what goes on on the base.

Heard: That's why the USO has wives' programs; that's one of the big objectives of the USO today. You'd be surprised at the number of wives over at Alameda who have never been to San Francisco—never been out of the base.

Morris: I quite understand. They somehow manage to live parallel to the rest of the community, but not be a part of it.

Heard: Nor are they really very well acquainted on the base. So they're lonely. And we do have family trips, where the husbands come, too, and the children. They've had three or four picnics. I think one trip was over to Stinson Beach. There are many difficulties to get buses to take them, without it being too prohibitive. But that's one of the programs that the Bay Area USO sponsors.

One time Margaret Blewitt, the women's affairs officer for the Stuttgart area, and I stayed in the VIP house at Gruenwald which Goebbels had occupied. It was built by Robert Lee in 1933, complete with an air raid shelter. It had polished marble floors in the main hallways to reflect the German officers' boots.

Then we went to the Oktoberfest, and I don't know what all. We had a cameraman and a technician for a recorder: [reading] "We did three reels as in Munich, so they can share the meeting with other groups."

Morris: This was a filming of one of your conferences with German women?

Heard: Yes, out on the border. [Reading] "This was a very good discussion on international situation via the peace treaty conference. Real hope for opportunity to get back into the world family. Much discussion re women's activities in Germany. Politics versus public affairs still not understood because parties do so much. Take positions on public matters, and anyone agreeing is then tagged as SPD, CDU, etc. The attempt to explain the American process re garbage disposal. German-American relations; soldiers in another. Used USO and USS [United Social Service] in illustration. Each agency and organization doing its own, but cooperating in the process." There was an interpreter on that meeting.
Heard: Then we went over to one of the refugee camps. We went to Jugenheim, which is the youth home. [Reading] "Community center and process. Money needed--two thousand Deutsche Marks to complete it. Near the border and in a strategic spot." We drove along the border, and we could see the Russian guards with their glasses focused on us, and we had our own guard with their glasses focused on the other side.

A Letter Home

Morris: Your letter home in June of '53 sounds like there was quite a lot of progress.

Heard: Oh my, yes.

Morris: You said that there was a meeting of eleven major women's organizations giving reports on what they were doing.

Heard: That's right. I was really thrilled to have that opportunity; they invited me. That was probably one of the satisfying products of this trip, because I was invited back in '51. I was also there in '53, to meet with women's groups, to hear about what they had been doing. This is really a very comforting kind of thing to feel that you've made some little contribution.

Morris: I should think so. On the later meeting in 1953, was it the German women's organizations themselves that invited you back, or was HICOG still running things?

Heard: No, HICOG wasn't there. It was through women's organizations themselves--they invited me. I don't think that the women's affairs was still there, but maybe they were. No, I didn't see any Americans then.

Let's see, I started to read something about Jugenheim. [Reading from diary] "Went out with them to visit a vocation camp for refugee children." This was with an American officer. "There were a hundred there from Poland and Lithuania. There was opposition to using the facility because it had been a former Nazi air corps rest home. Swimming pools and so forth for a tubercular hospital, into using it for refugee children. Sudeten Germans living in the area didn't think that they should be in such luxury." This sounds familiar to us, doesn't it?

Then we went with another officer, crossed a road, and on one side was the former mayor's home that was in occupied area, and on
Heard: the other side was a different allegiance. So you saw how the country was divided right down the middle out on that border.

[Reading] "Visited a refugee processing camp at Fürstenwalde. No trains coming during the harvest season. Mostly older people. More difficult to cross illegally. Agents go back and forth a good deal, but there's less general public. There was poor area agriculturally—mostly for home consumption. Beets are fodder. Potatoes. Many oxcarts bringing produce home. Unemployment 29 percent, second highest in West Germany. Coal shortage is severe, because it used to come from Czechoslovakia. Refugees mostly active in programs—the natives hang back."

Morris: Now that's interesting. What kind of programs? Recreational?

Heard: Whatever was going on, I guess. "Conservative farms." They're conservative, the natives are.

[Reading] "Farms now have electricity, but no radios. Isolation in cold, windy winters is severe. RKO shows one movie weekly. Went to an officers' club to dinner in Munich. Wonderful hot bath and good sleep after most unusual day. Less fear than a year ago. Many economic and political problems in the harder Kreise—outlying ones.

Morris: Have you regularly kept a diary, or is it just when you go on trips?

Heard: Just when I go on trips. [Reading] "Angela--looked wonderful in the blue Shelley suit I gave her." She was one of the German girls. "She wants to emigrate to the United States or Canada to start her own cosmetic business. Very popular lectures on personality and cosmetics."

Morris: This young woman is giving lectures on beauty?

Heard: Yes, and "she and her son want to come to the United States. He's interested in baseball and the Phillies have an eye on him." [Laugher] Oh, you have more wild experiences.

Morris: Your German was good enough so you could just chat with incidental people that you met, and understand them when they were explaining their life's design?

Heard: Yes. This girl--[reading] "her father, and husband, and two children were killed by the Russians. Her mother and one child are now in Tirscheinruth and will always live there. I asked her why, and she said, 'because they have three rooms and a bath—not much outside, but beautiful within'."
Heard: Emily Rued had been there and seen it, and she said, "Bare, bleak, unpainted little house in a barren field, but it was their home." That you saw all over.

In Stuttgart, one of the people I got quite well acquainted with was a baroness. She and her husband lived in a castle, and he had been a high officer in the army. They were quite impoverished by the war and she was running one of the hostels for girls. When I went to tea at their house, they had beautiful gold-rimmed dishes and everything, but they had no rugs on the floor. I went to a German woman's house for tea one afternoon, and she had beautiful Oriental rugs, which they had exchanged food from their farm with people like this baroness for treasures.

Morris: Was this on your '53 trip?

Heard: No, that was, I think, on the '51 trip.

Morris: I gather that the first year you were there, in 1950, Germans were cautious about inviting someone like you into their home.

Heard: They didn't have homes to do it in. So we always met in a beergarten.

Heard: Then I saw this baroness in this country. She had become very keen about Moral Rearmament, this world group that has their headquarters in Switzerland. I said, "How could you do this?" And she said, "Who wouldn't if you could get six weeks at Coe."

--which is the center in Switzerland. They were desperate.

Moral Rearmament would invite them to Coe. And then they used some of these titled people. I was rushed by Moral Rearmament for a time. We have a friend who is a very well known English poet who was with them. One of my national board friends in New York was high on Moral Rearmament. She came on a team to San Francisco. And there was a miner from England. I don't think she'd ever met a miner in her life, although they had mining interests, until she came on Moral Rearmament. This was a great thing for some of these people to be brought face to face in a living, working condition situation with people who are way down here in the economic and social ladder. I don't know if Moral Rearmament is still going or not--I haven't heard of it lately.

Morris: I hadn't heard of it since the fifties.

Heard: It's been going later than that. In fact, I have two friends who lived in Carmel and they now have moved to Guatemala, and
Heard:  they're strong on Moral Rearmament.

Morris:  You said that Moral Rearmament people rushed you.

Heard:  They wanted to get me to become a member. Their theory was perfect truth, perfect honesty, and whatnot. I remember going to a meeting in the Fairmont Hotel in that ballroom that has mirrors along the side, and one of the women who was on the team or staff said to me, "What we're interested in are life-changers, and we think you're one." And I said, "What do you mean 'life-changers.' That's a terrible thing to say about a person." I said, "I've no idea whether I'm a life-changer or not." And she said, "Of course you do." This was so presumptuous and everything, I just couldn't stand them.

Morris:  A changer of your life or a changer of other people's lives?

Heard:  A changer of other people's lives. Then at this meeting in the Fairmont Hotel there was one woman who was dressed in such an absurd fashion. She got up and she walked along that long mirrored place. And she asked this staff woman if the hat she had on was all right. And the woman made some soothing-over kind of statement, where if she had believed what she was preaching, perfect honesty, perfect truth, she would have said, "No, I don't think it's the right type for you." And would have said, "If you do this and that it would suit you better."
More on the Origins of the Berkeley YWCA

Heard: I don't know when I gave this speech, but this leaflet is the appeal we sent out for contributions. This was written in 1938, and on the back it has all the statistics of how many people we had.*

Morris: Would those have been notes for a speech you made developing some sources of support?

Heard: I guess this was at an annual meeting. I don't know what it all means to you, but it's an explanation of how we happened to start it.

Well, let's see--there's something here about "A symbol of life and growth," and I don't know what that means. But the YWCA also began in the early twenties a Y-teen program. And then we developed a community service [reading from document], "because not all went on to college. Business girls wanted to belong to the YWCA, and so the community division was formed."

In 1938 the provisional committee lists the names of some of the persons who are on it. Marjorie Walker was chairman of business and industrial section.

Morris: Is she the Miss Walker who was later the secretary for the social welfare department of the city?

* See next page.
Program of Berkeley Young Women's Christian Association
Housed and Supervised by University of California Y. W. C. A.
1922-1938
Community Young Women's Christian Association of Berkeley
Organized April 1938
is now responsible for all programs other than student.

Distribution of Girl Reserve Clubs
- Garfield Junior High School: 5 clubs
- Burbank Junior High School: 3 clubs
- Willard Junior High School: 7 clubs
- Claremont Junior High School: 1 club
- Calif. School for the Deaf: 3 clubs
- Mobilized Women Center: 5 clubs
- Garfield Junior High School: 5 clubs
- Burbank Junior High School: 3 clubs
- Willard Junior High School: 7 clubs
- Claremont Junior High School: 1 club
- Calif. School for the Deaf: 3 clubs
- Mobilized Women Center: 5 clubs

Committee
- Mothers Council (21 members)
- Girl Reserve Committee (19 members)
- Girl Reserve Advisers (64)
- Membership Committee (34 leaders, 68 girls)
- Interclub Council (7 members)
- Board of Directors
- 7:30 Club (22 girls, 2 leaders)
- anchored Friends (Mexican) (16 girls, 1 leader)
- Business Industrial Girls Committee (17 members)

Analysis of Business and Industrial Membership
- Age Range Avg.
  - Mexican Girls: 16-22 yrs. 17 yrs.
  - Gamboliers: 16-24 20
  - Japanese Girls: 18-22 20
  - 7:30 Club: 20-28 23

Nationalities
- 17% Japanese
- 14% Mexican and Spanish
- 16% Italian
- 52% White and other (including German, Portuguese, Finnish, Swedish, Irish, English)

Occupational Distribution of a Sampling of Department Membership
- 22 gainfully employed
- 17 unemployed
- Household employee 6
- Seamstress 2
- Sales girl 2
- Office Work 10
- Semi-professional 2

Average Wage Range (Weekly)
- Mexican Girls: $0.00
- Japanese Girls: $9.77
- 7:30 Club: $19.91

Summary
- No. of Girl Reserve Members: 614
- No. of Business Girl Members: 99
- No. of Board and Committee: 78
- No. of Girl Reserve Advisers: 64
- 855
- No. of Girl Reserve Clubs: 35
- No. of Business Girl Groups: 4
Dear Friend:

The Berkeley Young Women's Christian Association is turning to you for help in a critical situation.

Four times as many Girl Reserves and Business Girls participate in Y.W.C.A. activities now as in 1930. The Community Chest allocation for 1939 is only one hundred and fifty dollars more than for 1930. Each year Board and Committee members have had to supplement the Community Chest allocation, but it is no longer possible to meet our budget needs in this way. The Community Chest has given us permission to meet our growing obligations by offering ten dollar sustaining memberships. We hope that you will be among those who take this means of expressing support for a program open to all women and girls in the city regardless of race, class or creed.

For seventeen years the Young Women's Christian Association has sponsored a program for younger girls and for eight years has attempted to meet the needs of low-salaried and unemployed business and industrial girls who are asking for leadership and a place to meet their friends in social and educational activities. Building facilities and supervision have been provided by the University of California Y.W.C.A. and, for the past two years, the Mobilized Women of Berkeley have made it possible for us to extend our work into West and South Berkeley.

The accompanying chart will show you the extent of our present program. Without additional funds we will not be able to continue it through 1939. We need your help financially and your belief in us as we continue our efforts to meet the needs of women and girls in the community.

Sincerely,

MRS. BARTLETT B. HEARD, President
MRS. RALPH MERRITT, Vice-President
Chairman of Business and Industrial Committee
MRS. HARRIS F. SHAW, Treasurer
MISS RUTH PRICE, Secretary
MRS. A. L. BARKER, Chairman Girl Reserve Committee
MRS. NORTON RICHARDSON, Chairman Membership Committee
MRS. HARRY KINGSMA, Chairman of Mother's Council
Heard: Yes, that's right. You had to get a permit to do anything in fund-raising and so forth. Yes, that's Marjorie. And she's the one who was interested in starting that rest home in Berkeley—Strawberry Creek Lodge. I worked with her on that, and contributed to it in the beginning. I understand it's still going well.

Morris: It's still going very energetically, and I have friends living there who find it a very good solution to housing, meals, and things like that. Did Marjorie live there herself for a while?

Heard: No, she just was spearheading the development.

[Reading from notes of 1938 speech] "Then the Mobilized Women paid part of the salary and gave us space. And the Soroptomist Club helped us with the rent for the quarters and the furnishing. Mrs. Ambrose" (who just died recently and who was on the board) "and I went around to second-hand stores, and we got the green rug that's the living room area, and the pingpong table that's the recreation area, all in the same big room. And there was a small kitchen, and one office that had three desks." We also got some second-hand brown tables and cut them down and painted them blue. I think I told you all that.

Then it said, "It took courage to start and courage to continue, because you never had proper financing. But leadership, both volunteer and staff, had been developing policies and programs which are always current and always bigger than our means to realize them." So I said something about, "saluting the courage of the women and girls who'd been responsible for keeping the organization growing and vital in this community.

"Why do we do it in spite of all these discouragements? Well, one, you belong to something that's significant in the community, the nation, and the world. And it is a worldwide movement. Women and girls bound together in a relationship which wars do not break, they may interrupt, but which continually builds between us a very real understanding of the values we share in common. The community needs institutions which are the seedbed out of which understanding grows. We need to nurture and encourage shared values and shared experiences on which cooperation depends."

Morris: That speech could be made today.

Heard: Then I said, "This was a defense decade." This speech was being given in '38.

Morris: Just before World War II.
"What and why are we defending? The YWCA has a long, proud history of contributing to values which have made this country great: individual work, teamwork, courage, and integrity. How much more vital they are than the differences that sets us apart." And another point: "The YWCA helps us understand our own community, our own country, and the world. The YWCA is one of the integrating influences in the community, committed to the policy of bringing people of difference together. It's a safeguard against fragmentation, intolerance, and prejudice which comes from misinformation. Young people are often afraid of difference. The world requires us citizens to deal with many new problems, many new ideas, so it's a help to have an organization which exposes us to different ideals and experiences, and is a help at this crucial point."

That's marvelous. That really is.

Then we sent out a request to, "Dear friend: the Berkeley YWCA is turning to you for help in a critical situation. Four times as many Girl Reserves and business girls participate in YWCA activities now as in 1930. The Community Chest allocation for '39 is only $150 more than for 1930. Each year board and community members have to supplement the Community Chest allocation, but it is no longer possible to meet our budget needs this way." And so on. So we're offering them ten dollar sustaining memberships.

And here are the people that were on the board--officers and so forth. So that's a good little document to have.

Yes, and your speech notes.

Oh, you don't want these.

Yes, please.

Oh, dear. You can't read them.

I think your speeches are fine. How did you go about organizing a speech?

Well, one of the things I did on Monday was to read through this book of speeches. The trouble with giving it to you, although there are some really good speeches in here about various parts of the world and the YWCA as such that I have given, is that I exchanged pages and it's hard to follow the sequence on all of them.
Morris: I was wondering if there were parts from two or three speeches which could then be recombined for a different organization. Is that how you do it after a while?

Heard: Yes. For instance, these are my diaries. This is my diary in '51: Germany revisited, the world conference in Lebanon, and I went to Jerusalem and to Cairo on the team, to Athens, to Rome, and to Paris. I saw Charles [Hogan] there—He took me to a little nightclub that I went to later with two friends. It was a marvelous place.

Morris: Before we get into the international things, there was a question that just came up in general conversation recently about the Berkeley Community Y. Somebody was saying that at one point it was a kind of a dual organization: there was a separate corporation that owned the building, and then a distinct organization which did the actual operating.

Heard: Which was the chartered YWCA, you mean?

Morris: I would assume so.

Heard: I don't remember. This is possible, because we got these supports from outside people. That's quite probable, but as I've told you, most of the material that I have I gave to the Berkeley YWCA. And I have no idea about all those years.

Morris: I just wondered if you remembered this as being a kind of a structure that was sometimes used.

Heard: Oh, sure. The national board has a separate investment company. I think it quite possible that we did organize one of those. I'm not sure. It seems to me it has the sound of something like the Asilomar Foundation—that we stuck our necks out, a few of us, and went on the line for the expenses.

I'm not sure that I could document that, but I don't think that it's unlikely, because of what I just read about the role of the Mobilized Women and the Soroptomists Club. And then, of course, we got quite a lot of gifts in the beginning from board members. Some of us put in quite a lot. That's how we got the furniture and all those kinds of things. So it's fairly possible that we did that.

Morris: The original minutes that we went through a couple of weeks ago contain a note that the provisional committee did not envision actually purchasing a building for the Y.

Heard: No, we never did. That was one of the things that we assured
Heard: Bob Porter that we had no intention of doing. We were not going to go out on any capital campaign—ours was simply an operating budget. We needed quarters in which to meet, but we never in those stages of the game foresaw a building, which they now have, and which they have had great trouble in maintaining.

Morris: It's a big investment.

Heard: And in acquiring and keeping. Of course, Carol Sibley was very active in that period. I recall very little about it intimately, but she would bring you up on the YWCA. That's so long ago and life has moved on, as you know.

Morris: Now, we were going to talk about the world YWCA.

Heard: Oh, I wanted to tell you something else about Germany. One of my friends who was a Woman's Affairs officer in Germany in the Munich area when I was there was Emily Rued. She now lives in Santa Rosa. She was on the San Francisco board for a long time and chairman of the residence club on Powell Street.

National YWCA Convention, 1920

Heard: One of the things that I also came across that I was going to talk about was the 1920 convention, which was not my first; 1928 was my first one. But I said in one speech: "I've been in the YWCA a long time. I'm just learning about some of the background forces which influence our behavior and reputation."

People are always quoting the 1920 convention. There are several reasons for this. This was the convention at which the YWCA adopted the social ideals of the churches. It goes back to the time when you had to be a member of a Protestant evangelical church. When the students' statement of purpose was adopted, "This document marked the conflict between older Protestantism, which left the world alone and saved individuals out of it, and those who believed in social action."

Morris: Oh, that's interesting.

Heard: That's very interesting, isn't it?

Morris: Yes, and that's 1920?

Heard: Yes. "Social ideals included a statement about the right of workers to organize." It's when we started our public affairs
Heard: approach to collective bargaining. "The national board set up a committee," because the churches were relatively inactive about the program, "to inform local associations regarding bills before state and Congress, and it began public affairs, which has grown down the years. The YWCA began, and now churches and many other groups, like the League of Women Voters, PTA, lobbies, all recognize the need to keep government informed about their point of view and so forth."

Morris: Where's that in relation to espousing a particular bill?

Heard: We don't do that. No, it's emphasis.

Morris: That's a point that's still not understood in this country, I think.

Heard: Yes. "Another aspect of our past which influences the present is that the YWCA does have services. It's visibly present in most communities." Although this is not equally true of student associations. "We have buildings, camps, residences, pools, cafeterias, and so forth. We're dependent on outside financing for about 50 percent or more of our budget, usually from the Community Chest. We have a constituency using facilities only, and having little sense of identification with the YWCA." Like coming to swim in the pool, or eating in the cafeteria, or something.

"The need to maintain services has implications for types and kind of board and committee members we recruit. Some are not always interested in the purpose and the philosophy." But they're interested in running the cafeteria, you know?

Morris: Right. Are those the kind of people to whom the statement of Purpose is not particularly relevant?

Heard: Not necessarily. To some of them it's relevant—both interests coincide. But I can think of people who are just interested in the service.

"The social ideals of the churches were adopted because a large group of industrial women and girls said that the association would have no meaning for them otherwise." That's the whole convention. "The corporate body shared with and took on responsibility for a concern of a part. The whole is always more than the sum of its parts. It includes the relationships between them." That's one of the things that I think the YWCA teaches you. In the constitution which we adopted in March we stated something about the relationship between the parts and the whole.
"The YWCA is tilted in the direction of struggle, both by the nature of our history and the concerns of our membership. We cannot be removed from the struggle, any more than the vital church groups can now."

I used this story I heard when I was in Salt Lake City one time. Have I told you this—Tilly's story?

Morris: I don't think so.

Heard: I made several speeches in Salt Lake. One of the men who was on the program used this story.

Mormons in Salt Lake at that period could have more than one wife, and this senior citizen had two wives—one was named Tilly and the other was named Ain't Tilly. They had identical houses. He treated each one with absolute sameness: they had the same number of children, they had the same kind of furnishings, they had the same amount of attention, and so on. Finally Tilly died, and they all thought that maybe the remaining wife would have a change in pattern; but no, he went on just as before. Finally she died and was buried, and there was space for the old gentleman left between them.

When he was on his deathbed, neighbors came to commend him for the absolute lack of discrimination that he had evidenced between his treatment of these two wives. He listened and took it in, then he sort of smiled and he said, "But when you bury me, tilt me a little toward Tilly." So that's what I used to illustrate the YWCA's tilt in the direction of struggle.

Morris: You said you made several speeches in Salt Lake. Did the YWCA have difficulty working out a comfortable situation with Mormons?

Heard: Well, it's two cities, and never the twain shall meet. We had a number of very old and warm Mormon friends, and the YWCA friends, of course, there, too.

But there was just this dichotomy between the Mormon and non-Mormon groups. You had two funding organizations; you had two separate organizations. It was extremely difficult. The Mormons took care of their own; I never heard during the Depression of any Mormon children being in need. They had a chain of supplies that went through Idaho, Montana, Utah, and they traded things that were needed—produce and so forth. Really a fabulous organization, I think.
Heard: So the Christian part—or non-Mormon, I guess I really should say—is dependent on about half of the population of the town for its financing, the same as the Mormons are. But the Mormons tithe, so they're pretty well financed on their activities. I was invited to Salt Lake several times. I spoke to Rotary Club, mostly in the fifties after I'd been to Germany.

Morris: In other words, when you came back from Germany you got a lot of requests to speak about what you learned there?

Heard: Oh, I went all over. I probably made over a hundred speeches. I just pulled out a batch of clippings today on what people said about my speeches. Some of them are quite similar, sounding off on various things.

[end tape 11, side 1]

Enduring Friendship with Howard Thurman
[Interview 6: November 4, 1976]
[begin tape 12, side 1]

Heard: On the fifteenth of November in Indianapolis there is to be the first showing of a two-hour film on the life and thoughts of Dr. Howard Thurman, which was taped in San Francisco and funded by the Lilly Foundation of Indianapolis, and made by the BBC in London—reproduced there.

Morris: Is that going to then be shown on educational television?

Heard: Well, this is still to be determined. Howard told me that Mr. [James] Day, who used to be head of KQED here in San Francisco, is now in Washington, D.C., plans to do this.

Morris: I'm glad to hear that.

Heard: He has approached Howard to see if it can be shown over PBS. When that is determined, then the film reverts to the Thurman Trust. It will belong to the Trust here in San Francisco, and they can do whatever they want to with it. I'm sure that it will be shown locally, because there are so many of the Thurmans' friends that would want to see it. So that's where that matter stands.

When we talked, we were trying to figure out how long we've known each other, and he said if he ever lost his identity and he wanted to find out where and who he was he would turn to Winifred. I have been such a part of his life all these years, and Sue's, too.
Heard: I knew her before she married Howard. She was on the student staff of the national YWCA. Sue and I pioneered a project—she really pioneered. I just helped with it financially, although I was there for the dedication—of an international room at Spelman College. Now they have these at various Negro colleges.

She knew Howard when he was in college. He went to Morehouse, and she went to a women's college across the street, so they could shout to each other. She wasn't particularly interested in Howard, though she knew him at that time. He was married to Kate (I don't know what her other name was) and they had one daughter, Olive. Then Kate died of TB, and it was some years afterwards that he and Sue were married.

Morris: Did you introduce them?

Heard: No, I didn't have anything to do with their meeting. I don't even remember where it was they met. Their one daughter, Ann, is really a marvelous young person. I've known her since she was a baby. She's married—they are separated; I don't think they are divorced. She has one child. And she has a legal degree from Harvard. She's been out here probably three years. She had some kind of a legal job, and now she's working with Howard.

He has contracted for a book to be delivered by November 30th to Harcourt Brace. So Ann is helping him on this book. That book is another thing that's driving him up the wall. So his life is very complicated. And he isn't awfully well; he's been not well for some time.

Morris: It sounds like he's been keeping a pretty heavy schedule over the years.

Heard: Yes, he's so much in demand.

Morris: Is your friendship such that you check with each other when you're in town, or do you actually work together on some projects of mutual interest?

Heard: We've never worked on projects together, except as he's attended conferences in the early years when we had them at Asilomar. But it's been a friendship. We talk about mutual problems, and interests, and ideas, and philosophies. It's been that kind of a friendship—really a very deep probing, I would say, of our value systems, and friends, and personal problems.

He has a sister who was on the edge of graduating from the Dalcroze School in New York and had a nervous breakdown and has never really recovered from it. She is quite a beautiful organist.
Heard: She lives in Los Angeles. So we talk about her kind of problems, and what we can do, and whether one is to blame or not to blame, which of course one isn't.

He has told me a lot over the years about his early childhood. His grandmother, I think it was, was a slave. So he's come up through the whole great change in the lives of Negroes—but still under pressures. One of the reasons that he stayed with us so often was that it was difficult or impossible, even, to get hotel accommodations in those years.

So that's the kind of friendship we had.

Morris: You said you do some probing of values. What kinds of things?

Heard: We can tease each other—about things he's said. And I can quote him, and say, "Howard Thurman, did you mean that?" I think Sue and I are probably two of the people who are good for Howard, because we don't stand in awe of him. Sue is marvelous. She will say, "Now, Mr. Thurman."

They were up at Tahoe two years ago with us for a weekend. We really tease him a lot, so he retreats into isolation to get away from us. It's good for him, with the pressures that other people put on him, to have some light moments in his life.

Morris: I think that's probably very important for people.

Heard: Of course, the depth of his thought—in this invitation to the film it said something about his being one of the most renowned ministers in this country. I think that's true. I have every one of his books—all autographed. He expresses himself extraordinarily well, and he has a beautiful speaking voice. I remember once down at Asilomar for a discussion group he read the Book of Mark, which is one of the things he does.

It's just been one of those rich and satisfying friendships, which I think has been mutual.

Morris: What particularly, of the kind of values that he teaches and preaches, is central to his influence?

Heard: I suppose his deep conviction of the validity of the Christian religion and his knowledge of the Bible. I've never heard Howard use a Biblical quotation to prove a point the way so many people do. They pick out a verse, and then somebody comes along and picks out a contrary verse, and leaves you totally confused. No, I've never heard him do anything like that in any of the discussion groups that I've been in, in which he's been a leader.
Heard: I think worship services are his strength. And the meditations which he does, which is often his role at a conference or at our convention. It was not so much that he is a speaker, as that he's a worship leader--leader of the worship service.

Morris: I've heard other people who've felt that he was very important in their lives speak of his encouragement of the individual in terms of trying to do what you do well in however limited capacity: that it's important to do something well in a small way, and not feel that everybody has to try to change the world.

Heard: I don't know. I've never had that kind of a relationship with him.

Language Barriers and Conflicting Concepts

Morris: Speaking of Mr. Thurman reminds me that you've referred a couple of times to the ideas of Royce. I wondered if that's Josiah Royce, the Californian from Grass Valley?

Heard: Yes. I referred to Royce's concept of the beloved community. I fell flat on a speech I gave in Thailand because there was no word in Thai for community.

Morris: I wondered if you first came across him while you were studying philosophy?

Heard: I don't remember if I did. I came across him the first time I was the speaker at the dedication of the YWCA in Ridgewood, New Jersey. One of the other speakers on this program was a rabbi, who was president of the Community Chest. That's the reason that he was there. He said that on his way over he was trying to think of what he could say, and he thought of this concept of Josiah Royce's about the beloved community. He said, "In Ridgewood we don't have a beloved community, because we have all these divisions between people. But the institution that most nearly achieves it is the YWCA, and its chief exponent is its director."

I thought this was appropriate for a place like Thailand, which has a mixture of so many kinds of people. But the language really defeated me--no word for community. I can just see that poor interpreter still struggling to get over the concept and the meaning.
Morris: That's not unrelated to what we were talking about last week, when we were discussing your experiences in Germany. I wonder how you deal with a different language which doesn't have some of the kinds of concepts?

Heard: I don't think there was as much trouble in Germany as there was in the World YWCA in writing the constitution, which I think I told you was a very difficult thing to do. Both because there was such a difference in the religious background of the member YWCAs, and because of a different concept about a constitutional approach.

The United States and much of Europe, or many countries that were part of the British Empire, are based on the concept which we share in this country—that a constitution should be sparse, and you leave to the Supreme Court, or whatever body corresponds to it in that country, to interpret it as need arises, and you can do some change. Whereas the French, the other great body of law in the French part of the world—which was almost half the globe, too, in the days of its glory—is based on the theory that you put in everything that you think will possibly be needed, and dot every i and cross every t, and of course you are bound to overlook important things.

That was our main difficulty in writing the constitution, and also because to express in English versus French was a very difficult thing to do. There are no words in French—how can you say the same thing in French? I remember I wrote a song when we finally adopted in 1955 the constitution of the World YWCA, and I had to present it—something about how can you say the same thing in French?

I don't remember having much difficulty with meanings in Germany. It was just coming up against an entirely different idea about authority, and the role of authority, and relationship of the Lutheran Church, and that sort of thing. But not necessarily the grammar or the vocabulary.
Morris: I found the newspaper clippings very interesting reporting on your observations on the trip to Germany. One of them said that before going to speak to voluntary organizations, you had also reported on your trip in Washington.

Heard: Yes, I found a reference to that. I think it was in 1952 that I went to a Women's Bureau meeting in Washington, but I don't have any record of it.

I went to a conference in Washington and I know I did have a day in the Women's Bureau when we went over all this stuff. I know I deposited my report in 1950 when I came back, but then there must have been a followup, and I'm trying to think who the leader of it was. I think it was Miss Lowry.

Morris: I was wondering if, in addition to a narrative report on your trip, they had more questions they wanted to ask you that gave you some sense of what they were trying to do?

Heard: I can't recall. And I can't even remember when the occupation in Germany was terminated. You see, that would have terminated the American involvement and that whole program, either for women, or for youth. Those were the two with which I was familiar, but we had a lot of others, of course. In the occupation there were all kinds of special programs, but I wasn't related to them.

Morris: One of the points that you made in speaking about your trip was that one of the problems was attitudes in Germany towards women working.

Heard: Previous to the war, yes, and certainly during the Hitler years. Whatever voluntary activities the German women were in were pretty largely social welfare kinds of things—that is, acceptable by husbands everywhere. But out of necessity after the war the women began to be employed; they had to.
Morris: Because of the economic conditions?

Heard: Economic conditions: lack of housing, husbands missing—dead or missing in Russia.

Morris: Were women needed in the actual production industries in Germany?

Heard: Oh, yes, they were needed everywhere. I told you that they were very hesitant to sign their name to anything. For a long time that was true, because of the denazification program, which is still going on, in a way. You're always reading about somebody who has been arrested because he was a Nazi.

It was a real danger for a long time. You were either a Nazi, which was what you had to be in Hitler's Germany, or you were part of the denazification program, and it was dangerous to have been a Nazi. So there was a feeling, "I just don't want to get connected with anything."

Morris: There were also a couple of references to the efforts the Russians were making for German women.

Heard: Oh, yes, they flooded the families. It was estimated that one family out of every four had somebody a prisoner in Russia. So the Russians were very clever about this. They sent, I was told, as much as six pieces of mail a week that these people would get, pointing out the virtues of communism, of course, and how important it was for them to accept these ideas. Then once every few days, or weeks, or months the Russians would let out a few prisoners, so they'd raise hope in everybody that the next time their husband, or son, or father would be one of those who would be released from these prisons. Many of the men were in the marriageable age group. There were no homes and families for thousands, and they were beginning to be conditioned to this.

I had a housekeeper in Berkeley for ten years who had escaped from Silesia with her three children. She traveled by night, and she carried the youngest one in a wheelbarrow with the few things that they had to bring out. They lived in Berlin for a while—during the war they got to Berlin. The day after the armistice her husband went out on the streets of Berlin to celebrate with other people. He was picked up by the Russians and has never been heard from.

Morris: The feeling was that the Germans were being detained in Russia as part of a political program. "We'll send your men home—"
"--if you sympathize, if you're in sympathy with our ideas in working towards communism," I suppose. I didn't run into many people who were avowed communists. It was much more a feeling that they didn't know what to do, because they'd been through the nazification, then the denazification, and then what next? So it was just a period of confusion, and a certain amount of despair. They put all those things behind them, because the need to get housing, and food, and employment was so great, and education for the children, that they didn't have any time or energy left over to do these other things.

It was very hard to get them committed to doing anything in the community action field. For one thing, you had to know what the policy of every major party was. And as I told you about the garbage business, it was so ridiculous to us; you couldn't do what the CDU was doing if you were a National party member.

One of your 1951 letters said that this seemed to have a kind of a cumulative psychological effect, like the then wave of loyalty in the United States. That was a striking image.

This was the same hesitation to identify yourself with anybody, or to seem to be unpatriotic. And this, I suppose, spilled over in a way.

I'm not very sure what hold the church had, how strong it was, over the general public. I know when I was in Berlin, Fraulein Zarnich, who was the president of the German YWCA, was a very strong Lutheran. I visited their school where they were training girls to go out into the hinterland and spread the gospel. But I never went to any German church services that I can recall; although I may have done so, because Margaret Blewitt, who was the Women's Affairs officer in the Stuttgart area, was a Catholic and I remember I went with her once.

Was she a German woman or an American?

American--all the Women's Affairs officers were American.

But I was only in Berlin a short time, and that was mostly making that speech before the YMCA, and visiting refugee camps, and that sort of thing. It was such a grim place to be--the devastation, the rubble, and the Hitler bunkers, and all of the things that were still so ominously visible.

Then I was in the British zone, up on the Russian border, too, at Kiel. That was an interesting experience, because I lived in a barracks where all of the British staff lived, and they were on war
Heard: rations: you could have one egg a week. It was much more grim than the American zone.

Morris: Yes, that was true in England, too.

Heard: They were on the same stipend and the same rations as England. I went over to England during that time to the International Conference of Business and Professional Women, which I represented. I remember at the border, when the customs man saw that I'd just come from Germany, said, "Pretty dusty over there, isn't it?" [Laughter] I thought that was a strange word to use about conditions in Germany.

Travels Through Germany and Visits to Other Countries

Heard: I was in Germany four different times: I was there in '50, '51, '53, and in '58 Bartlett and I were there. A number of German friends whom I knew in Germany visited us in the fifties. Dr. Ulickbiel was one of the great women of Germany; she received the Medal of Freedom. Lucile Koshland and I were the two people present with Dr. Ulichbiel and her son when she got this medal from the United States government. Lucile was at that time national president of the League of Women Voters. So I've known her for an eon, too.

Morris: Before she settled out here and married Dan [Daniel E. Koshland]?

Heard: Yes, and she's been a very active member in the International Hospitality Center. She's not active now; she hasn't been well. She was on that board for a long time, one of the principal supporters and fund-raisers. So I've enjoyed her friendship for a long, long time. We really miss her, and Dan, too, in things in San Francisco.

In 1950 I went to the Passion Play in Oberammergau.

Morris: Was that the first time you'd seen that or been familiar with it?

Heard: Well, it was the first time it had been shown for many years, because of the war.

Morris: I wondered how the play struck you, being a theater person yourself?

Heard: Margaret Blewitt, and Peggy, and I went down, and we stayed in Oberammergau. Of course, the whole town of Oberammergau is just
Heard: given over to the Passion Play, and every shop is full of momentos. Then the Passion Play is given in a great, bare auditorium type of place. It lasts a long time--it seems to me about four hours. It's a very moving experience. The parts are all taken by people in the village, so you can walk down the street and run into Joseph or Mary or somebody that you have seen in the cast.

In '51 I was in Germany when I went to England for that Business and Professional Women's Conference, but that was just a weekend. That was the year of the conference in Lebanon, and I was chairman of the team that went to Cairo. I also went to Finland then.

In '53 I was in Germany, and I was in Geneva for a meeting of the executive committee and working on that constitution business. That was the year I had two friends, Connie Olney and Francis Rogers, with me, and we visited a lot of places in Germany which they were interested in seeing.

Morris: In '53 you also attended a couple of meetings of the Human Rights Commission.

Heard: Yes, in Geneva, because I was staying there for the work on that constitution, and on the executive committee of the YWCA. I wrote down something about Charles Hogan. Was he there then?

Morris: Let me see. You stopped in Paris to see him.

Heard: In '51 I stopped in Paris, and he was there then heading up one of these programs. That was a followup, because we knew each other during the war in the USO.

Morris: Several times in the letters you wrote in 1953 you mentioned political turmoil in Europe. Your comment was, "With both France and Italy in this kind of political turmoil, one wonders how the Western nations can pull together."

Heard: Right; that was when we were trying to get the United Nations going really well. It only was born in '45. Italy now--heaven knows what is going to happen to Italy. And Greece hates us, although now they think we'll have better relationships with Mr. Carter than we had with Mr. Ford.

Morris: Twenty or twenty-five years ago, in talking with people who lived in the countries you were visiting, would they ask your advice, or would you talk together about the kinds of things they would like to see happen?
Heard: In '51 I was in Rome, and Miss Rossi, who was executive of the YWCA, and I did a good many things together. I attended some of their meetings and I spoke a few times. I think the main problem in Italy, which still exists (at least it did the last time we were there, which was in '68) is that the southern part of Italy is so terribly impoverished; south of Naples it's just like a different world. We went to Naples and were not awfully impressed with it, but northern Italy is much more prosperous and industrialized.

In '58 I was in Germany again—that was with Bartlett. We visited many of the places I had been when I was there in '50. We still had quite a lot of friends in Germany: we had lunch with friends in Stuttgart; we saw Anna Haeg, in whose memory a hostel was built in Stuttgart; we were in Berlin with Dr. Ulichbiel; we were in Munich with Mrs. Heilman and other friends. We had a good many contacts still at that time.

I'm really curious to know how many of the observations I made in those years are valid in 1976. While I know a good deal of what is going on, I just really feel that much of this is ancient history.

Morris: In one sense it is, but what people's feelings and thoughts were at the time is valuable, because they sometimes do change.

You made one comment here in 1951 about being concerned about the McArthur/Truman rift, and the importance of the Eisenhower mission. The obvious question in 1976 is: What did McArthur have to do with the situation in Europe? He was still in Japan, wasn't he?

Heard: He was a great hero, though, And when Truman fired him, that was a shot that was heard 'round the world.

Morris: Was it?

Heard: Oh, sure.

Morris: What would have been the reaction of Germans in Germany to the President of the United States firing a general? Do you recall?

Heard: Oh, I don't think they could imagine anything like that being done to Eisenhower. Of course, you heard a lot of comment about Patton.

Beth Moore and I were talking the other night at dinner about whether we were real Republicans, or whether we had crossed over and voted for Democrats once in a while. Beth said, "Oh, we've always been very staunch Republicans."
Heard: I said, "Beth, you know that isn't so, because you and I were working for the Citizens for Eisenhower, which was an offshoot when he was elected." I think you've got a letter from Eisenhower, thanking me for that. Well, Beth was one of the top leaders in it. I don't think she was the chairman. Anyway, I reminded her than it wasn't exactly true—that we had done other things besides voting strictly Republican.

Morris: Was Citizens for Eisenhower pretty much a Democratic group?

Heard: No, I think it was more of an independent group. I think it was pretty largely Republicans, but they were for Eisenhower.

Morris: Was your support for Eisenhower based on your feeling about the importance of his mission in Europe?

Heard: I don't remember what we based it on, except we probably were among those who had a hero worship complex, and just thought he would be a good President, because he was so universally revered. I don't think he was probably the world's greatest general, by any means; that's not the findings of history on him. I presume that Montgomery in Britain was even a greater general, but Eisenhower captured people's loyalty, and was a great general. He was there at the right time and the right place.

Morris: Was that your sense of how people in Europe felt about him, both Europeans and American military personnel?

Heard: I didn't hear much discussion about him, not at the time. There were other things that people were concerned about then.

Thoughts on Nonpartisanship and the Effectiveness of the United Nations

Morris: That letter from Eisenhower about your having worked on the Citizens for Eisenhower is one of the few things that I've come across in your papers about specific political interest and activity. Did you generally stay out of partisan politics?

Heard: I don't think either Bartlett or I have ever actively involved ourselves in campaigns. We've supported people modestly—not majorly. I suppose if we'd stayed in Arizona we'd have had to be much more involved, because of Barry Goldwater and Paul Fannin and so on. But we haven't involved ourselves in California. There are a lot of people I can think of we wouldn't want to see supported.
October 16, 1952

Dear Mrs. Heard:

I am intensely gratified to learn that you are holding your vitally important position in the Citizens organization. This makes us members of the same team. I personally can do only so much; the important task of organization, of securing workers, and of getting out the voters who will vote for our team must rest upon your shoulders.

I am asking a good deal of you, I know, but I am confident that having accepted with me our positions of responsibility, you will do your utmost to obtain the results that we must have to win.

Walter Williams has explained very graphically to me the fine work which you are doing in your state on behalf of the Eisenhower-Nixon ticket. I know and keenly appreciate more than anyone else that if our ticket is successful in November, that success, in large measure, will be due to your efforts.

The Citizens for Eisenhower-Nixon movement, acting as one horse of a team pulling the Eisenhower-Nixon campaign wagon, has the tremendous job ahead of it to point out to over 10,000,000 Independent and Democratic necessary voters in our country why they should support our team. The accomplishment of that job is necessary for our victory in November.

I know you feel as strongly as I do that we must work day and night and personally sacrifice far beyond the normal call to duty to succeed in this crusade. We must put party lines and all personal prejudice behind us, and go forward to victory.

Sincerely yours,

[Signature]

Dwight D. Eisenhower
Morris: Because you feel that other areas of activity are more fruitful?

Heard: Yes, I think so. We're not really joiners in that sense. We have so many other things to do, I suppose. We haven't felt the need to get out and work hard for people, although for years I was a sponsor for Rock LaFleche, the superintendent of schools in Alameda County.

Morris: That's almost an apolitical elected job.

Heard: That's right, and I was very pleased that he asked me to be a sponsor. I can't think of any other political thing I involved myself in, and that was not really political.

For one reason, when you're in organizations like Delinquency Prevention, or Bay Area Council of Social Planning, or Comprehensive Health Planning Council—those are not political. You're really interested in issues and problems, regardless of who's in a position of authority in a supervisor's position, or superintendent of education, or some comparable position. So it's important to be acquainted with the right people, but not necessarily out ringing doorbells for them.

Morris: Do you feel, then, that you're in a stronger position as an advocate for a program or a point of view if you don't have any partisan connections?

Heard: I think so, because if you lose and you're a partisan, then you're kind of out. Whereas if you're plugging an issue—I suppose this is something I learned in the YWCA. The YWCA's a nonpolitical organization, although sometimes it was accused of being otherwise in the Lace Curtains days, but it is very strong on advocacy. The same is true in Traveler's Aid-ISS. One of the three program priorities that our committee keeps sending on to the board is the need to speak out about the pressure points in our society—the things that make it difficult for people. Right now we're involved in Alameda County on the runaway program—the status offenders.

Morris: What does ISS stand for?

Heard: International Social Service. It's the intercountry adoption service in this country.

Morris: And it's a branch of Traveler's Aid?

Heard: No, nationally it's a consolidation of national Traveler's Aid and International Social Service, which used to be an independent organization and no longer exists as such. It was taken over by Traveler's Aid nationally. It's not consolidated locally, only
Heard: nationally. I'm chairman of the program committee nationally, and that's what takes me to New York two or three times a year.

Morris: I can believe it.

[End tape 12, side 1; begin tape 12, side 2]

Heard: I think that the United Nations, yesterday and today, meets a very, very big need in the world, just to bring people from the various nations together. This is particularly true today, because we've got all these new nations in with the one-country one-vote rule, although Russia has three votes. It's very important as a kind of initiation for those people from little countries, particularly now that so many African nations are coming in, just to be exposed to the ideas and the actions and the sentiments of the world.

The important things happen in the corridors and the dining room, where conflicts are talked out; speeches in the assembly are made for home consumption, by and large.

It's the United Nations agencies, like UNESCO, FAO [Food and Agriculture Organization], ILO [International Labor Organization], World Health, UNICEF, and so on, that really get a lot of the work done. As long as we have the Security Council, which has only seven votes on it—the United States, Russia, and China are on it—nothing very disruptive to the world is going to be allowed to happen.

It's a great, great place, and it's just fun. When Charles [Hogan] was there I used to go over quite often and attend meetings—watch the assembly in action. Have lunch in the dining room, and you'd see all the delegates from the various countries sitting and talking with each other and with people from other countries, and it was just a good orientation to the world.

There's so much isolation in people's minds, and so many prejudices, and misconceptions, and misinformation that's filtered through the government in so many countries—in what actually gets back or what actually gets released and said, or allowed to be printed and disseminated. We really don't know what's going on, even in our own country, in the secret talks and meetings with leaders of other countries.

Morris: Did you observe in UN meetings of different kinds in the fifties, that delegates were getting along well together, and having lunch together, even though there were prickly issues in speeches being made on the floor?

Heard: I think it's very hard when you're in an official capacity, where you have to present the position of your government in the assembly. [Daniel Patrick] Moynihan is a good example: he was
Heard: considered to be a kind of a rebel. We've had two or three American ambassadors to the UN who had a hard time, I think, adjusting the official position of the United States versus what they saw was perhaps a much better way of doing things. And eventually something different does work out if you get enough people together around that idea.

Morris: Some of this working out a better way of doing something is done in the dining room?

Heard: I'm sure it's done in informal meetings.

Morris: How about sounding each other out on important issues? How would they identify an important issue that they were being sounded out on?

Heard: I think the agenda of the assembly meetings is what controls that. A nation can propose an item for the agenda, so that's how it gets made up. You're always seeing in the paper that some resolution is being introduced by X, Y, or Z, and that has to be dealt with. Sometimes it can be referred to one of the special committees, like the social and economic, or the transportation, or what have you.

**Importance of Speaking the Language**

Heard: The other thing that's difficult is that there are so many languages, and you sit there with earphones on. Even though a person may speak and understand English, he prefers, when making an official address, to listen in his own language. So then you have this problem of how can you say the same thing in French.

Morris: And is the translator conveying the sense that I mean in my language.

Heard: That's right.

Morris: I can see that would be a problem.

Heard: One of the great advantages that Mary Lord had was that she not only spoke, but understood French very well, so that she didn't have to have translation. This endeared her very much to the other countries from the French part of the world.

Morris: Had she grown up abroad?

Heard: I don't know if she did or not. I'm sure she must have had
Heard: schooling abroad, because she spoke such good French—not high school French.

Morris: But communicating French.

Heard: Yes.

Morris: That's one of the persistent observations about child-raising and education in the United States: so few people are bilingual, and most of Europe, I gather, is at least bilingual.

Heard: At least; and some people that I know in Europe speak five or six languages. In fact, when I was in Germany one of the things that impressed me was when Emily Rued not only spoke Bavarian German, but she also spoke Swiss German. It was amazing how much difference there was, just once you crossed the border into Switzerland in a German-speaking section.

Morris: Did you find that once the women's groups in Germany that you met with discovered that you understood German and could speak it a bit, then warmed up to you and opened up a bit more than in the beginning?

Heard: I don't know, because mostly when you worked with small groups they did understand English, or at least enough so that we could get along together. Oh, and I understood enough German. It would be when you had the large meetings that you would be really dependent on having a translator, because maybe a hundred or more would be in a group. You couldn't expect all of them to speak English—that wouldn't have been the case. They came from all walks of life, and some of them were quite poor people without a lot of education, so you were dependent on their language. But then you had a translator who was experienced. The Women's Affairs officers all spoke German, and so did the officers in the towns where they were stationed; it was one of the requirements that Mr. McCloy made.

Morris: How sensible of him. I know that the YWCA has kept on encouraging classes in English for foreign-born in this country. I wonder if, in light of all the international activities they've done, the Y has ever talked about or made a point of suggesting that there be more Americans who learn another language? In other words, a second language for English-speaking people.

Heard: Oh, I think they thought that was the schools' problem more than the YWCA's. The YWCA in San Francisco, for instance, runs classes for non-English-speaking Chinese—quite a big project. That's very important, because we have so many people coming from Hong Kong. In the Traveler's Aid we're told that there's something like thirty to fifty thousand people in Hong Kong who want to get
Heard: into this country, and they're just sitting there. There's increasing resistance to bringing anybody else in here because of the unemployment. But there are just hundreds of people in far corners of the world that want to come to the United States.

That's one reason the whole adoption program of ISS has fallen off considerably, although we still have a huge load. There aren't babies in this country for adoption; that market is practically closed. There's a great interest in Latin America in sending children here, but we can't arouse much interest in this country about them. Indonesian—we had eleven thousand. That's finished now.

I think I mentioned that a new regulation is being proposed that would require a five-year endorsement of any expenses, funded by public funds or a sponsor—which really means that nobody is going to undertake to be a sponsor. You couldn't do it, because you wouldn't know under what kind of pressure you might be put if somebody had a near fatal accident, or an emergency operation.

Morris: Economic conditions in the United States seem to be getting in the way of some social concerns.

Heard: I think that's very largely it. And now we're saying, instead of "illegal person", an "undocumented person"—you know, all of the uproar there is over the Puerto Ricans in the East and the Mexicans in this part of the world coming in without legal papers, particularly in the agricultural field here, and in the factories in New York. And companies have been proselytizing to bring them in, as we know.

Changes in Germany by 1950 and Afterwards

Morris: You were talking about the difficulties of keeping tabs on what's happened since you were actively involved, but you did report that when you were back in Germany in '53, you'd seen considerable progress that women's groups had made—that there were now eleven major women's organizations to give the proof.

Your comment in '53 was that you "could feel the assurance in the women and know how determined they are to make democratic patterns work." And you were talking about regional meetings of German-American clubs. There were nineteen clubs, I guess, in Württemburg.
Heard: That's an interesting statistic. I can just shut my eyes and see it. Yes, they really, once they got under way, sprouted up. This is what I really feel so kind of unhappy about—that I haven't got contact with them now. I don't know what they're doing, or how many more there are, or how successful they've been, or anything. Too many of the people that I had contacts with would no longer be there; I'd have to start all over making contacts with the heads of these organizations. But since we don't have any occupation people to filter through it would be difficult, unless you were related officially to the League of Women Voters, for instance, and went over and met with them, or with Frauenring, which is the equivalent of the Federated Clubs in this country. The University Women are very active again, I know.

Morris: I recently talked briefly with a woman from Germany, the widow of a university professor, and I asked her some of these questions because I knew of your interest. At least in her experience, what she reported was the kind of thing you described when you went to Germany: she felt that social, community, civic action, as she had observed it being in this country for a month or so, was not something that was a comfortable thing for women to do in Germany in 1976. She still felt bound by her husband's position, and her response was somewhat, I felt, "Why should a voluntary group be going these things? The government, or the church through the government, will be doing them."

Heard: That's right. That was one of the big problems. Actually, Great Britain and the United States are the only countries in which this voluntary activity is really strong. It's not a concept that has taken root in other countries. Women are much less free to act on their own because they're subservient to their husbands. The women in Switzerland don't even have the vote, except in certain areas—at least they didn't yesterday; maybe they have it today.

There's so much pressure on women for conformity with whatever group they belong to. I think this whole multi-political party system contributes to that.

One of the differences in Germany in 1950 and after, was the excessive percentage of women; sixty-six percent of the people in Germany were women. They didn't have husbands to conform to, so, in a sense, in that period they were freer. But their obsessions and their necessities were really economic, and with survival and getting a house over their heads. I think I read you something about the little house that somebody said was so wonderful, and it was pretty grim according to the American observer.
Morris: Because survival was the major problem?

Heard: It was the major issue, except, of course, for some privileged people; there still were a lot of those.

A lot of the big companies were coming back, like Krupp, and the mines, and so on. Apprenticeships were opening up for kids, but there was a lot of child labor. There was a lot of unrest and, I think, just fear of what might happen with the kind of pressures brought to bear on them. It wasn't a carefree place to be in, and it wasn't a place for tourists. And certainly Germans weren't touring the world as they are now in such vast numbers.

Morris: Yes, that change from economic want to productivity is remarkable.

Heard: That's part of the American contribution--the Marshall Plan.

Morris: Did you have any contact with the Marshall Plan people while you were there?

Heard: No, would that have started?

Morris: Yes, by '51 and '53 it would have.

Heard: Well, then it was getting underway, and that's where we could see factories reviving and all that sort of business happening. But I wasn't primarily concerned with it. That's why I said there were so many delegations and agencies working in Germany that you couldn't keep up with them. If you tended to your own, that was about the best you could do.

Morris: You said you went up north to the British zone. Were there British women like yourself?

Heard: British women officers--same kind of thing.

Morris: What kinds of things were they encouraging?

Heard: Same sort of thing. I don't remember feeling that they were far along, because they didn't have the means. The American women's affairs group, and the youth group, and any of these agencies that were operating over there had fairly generous funding for their projects. I don't think that the British had that much freedom economically. Certainly they didn't have it in their living and their food.
Speaking Tour Back Home: YWCA National Vice-president at Large

Morris: I wanted to ask you also about the kind of response, which seems to have been tremendous, when you were speaking around this country on your experiences.

Heard: It was amazing. You saw some of the letters I got back from people.*

Morris: From the Rotary Club, and the woman in Salt Lake who introduced you to many local organizations. Who set up all those speaking engagements? Was that done through the national Y?

Heard: Probably the YWCA locally.

Morris: There was one letter saying what a marvelous job you had done. It was written to Grace Elliott, who was the national staff person.

Heard: Yes, a lot of letters went to national. I'm really amazed at the number of places I was in. Because I was so well known in the forties: I was Western Regional chairman from '40 to '46; then in '49 I was vice-president at large; so I had been touring all over the country. In '49 I went to every regional conference in the United States--eastern, western, southern, northern. Every place that we had a regional conference, I covered after I became vice-president at large. So all the YWCAs knew me.

Morris: Is this one of the responsibilities of being national vice-president at large—that you're expected to go out and make speeches and bring the word?

Heard: Well, you're expected to attend the conferences, and you're expected to interpret national to the region. But you're not necessarily expected to make speeches on other subjects.

Morris: My observation, from the reports of these speeches in the local press, is that you did a very interesting job of bringing in your personal observations in Germany and tying them in with YWCA Purposes like integration and personal development.

*See Heard papers.
Heard: Yes, sure. And advocacy, and working together: interpreting the role of a world organization which transcends all barriers in philosophy, at least. I think I was a fairly good interpreter in those days; I think I must have been, from the reports that came back. But I haven't done that much since '64.

Morris: In 1951 it sounds like there were some difficulties in bridging the barrier between the YWCA and the Rotary Club, for instance.

Heard: In Salt Lake?

Morris: In Salt Lake.

Heard: Well, I think the reason for that is that Salt Lake is really two cities, as I mentioned before.

Morris: Would something like Rotary Club in Salt Lake City be all Mormons or all non-Mormons?

Heard: I don't really know if it was or not. I have a feeling it was non-Mormon, because I know Mr. Decker wasn't there and he probably would have been, had it been a combination or all Mormon. I've attended and spoken at Mormon conferences of young people, but those would have been strictly Mormon.

Morris: The speech you made about modern Germany to the Rotary Club drew three hundred people.

Heard: I know. That's incredible.

Morris: And then there was something called the Town Club, which the lady referred to as being those socially prominent who normally didn't have much to do with the Y; that was the impression I got from her letter.

Heard: That's right.

Morris: It was a marvelous letter. It sounded like she had spent a lot of time trying to convince these organizations that they should have a Y speaker.

Heard: That's right. I'm sure they needed some convincing. What was really always pleasing to me in those days was that men responded as though I were an intelligent interpreter. I spoke to the City Commons Club in Berkeley, for instance. That was something I was sort of shaking in my boots about. I also spoke to the League of California Cities, and heavens, I don't know what else. I don't think I gave as many speeches locally in the Bay Area. Well, the Berkeley YWCA had a reception in the Berkeley
Heard: Theater when I came back from Germany. I spoke there, and that was full. But I did a lot of speaking in Southern California, and around the country—Hartford, Connecticut, was a real big highlight.

Morris: Is there something different now about people's needs, or interests, or their time, or something? Those meetings of a hundred and fifty and three hundred people don't seem to happen nowadays in organizations like Rotary and the YW.

Heard: I think Rotary still has them; the members are obligated to attend the Rotary Club. If they miss the one in Berkeley they've got to make it up in San Francisco or Oakland, and vice versa; so their members' meetings are certainly well attended. And the Rotary Club in Salt Lake was all men; there weren't any women there. They must have had guests, though. I can't remember other Rotary Clubs that I spoke to. I really felt that was quite a coup to get invited.

I really had a marvelous, marvelous opportunity. That's why I stated in the beginning that all of the things that I have done have been because Bartlett supported and understood and agreed. I would never have gone trotting around to all these places if it hadn't been for his feeling that it was important. Because Brad was at Harvard, and Helen had married in '48; so I was relatively free to do these things. We had Mike Bundak living with us, so Bartlett wasn't alone. He was doing a certain amount of commuting to Phoenix still—and still does; we're going over on Sunday.

It means an awful lot to have the support of your family. I think that I'm unusually lucky in this, because I don't know very many women that can do the things that I can do. Beth Moore can and Connie Anderson, can, to a lesser degree. But those are just about it.

Morris: Is it something that a husband and wife talk about fairly early on and work out some guidelines, or is it something you take one at a time?

Heard: Oh, I think when I was invited to be national YWCA president and I turned it down, I'm sure Bartlett and I must have talked about that. I couldn't see myself being in New York half the time. But once I had been invited on this German trip, then a lot of things just developed from that. You felt that you had an obligation to share your findings, and that was what I was mostly talking about in the fifties. In the forties I was occupied with interpreting the YWCA.
Germany is the extra power that would win a third world war for either the east or the west, stressed Mrs. Bartlett Heard, guest speaker at the YWCA membership luncheon at noon Tuesday at the Phoenix YWCA.

Mrs. Heard is vice-president-at-large of the National Young Women's Christian Association and last summer spent three months in Germany as an expert on women's affairs for the United States High Commission in that country.

"We must not forget the importance of Germany," said Mrs. Heard. "Its large population, important location, high intellectual standing, and potential industries make the heart of Europe, and vitally important to the security of the United States."

Most important, remarked Mrs. Heard, is that Germany has the best soldier material. German men have almost won two wars, and with the power of either the east or the west, could win the third, she reminded those present.

"The importance of Germany to the U.S. is the factor that is behind all of the European problems, the cold war, rearmament, Eisenhower's mission in Europe, propaganda wars, and even the MacArthur and Truman rift," she said.

"We must remember that the United States is in Germany in an advisory status. We must persuade, not order. We must substitute good living for the dictatorial pattern which is so deeply rooted in the cultural lives of the German people. Democracy must be worked in through the home, schools, government, businesses, organizations and institutions before the job can be considered a thorough one."

Women are an important factor in the German problems, remarked the speaker. They represent 66% of the population and since the ratio of marriageable women to men is about 172 to 100, hundreds of German women are having to face the fact that they cannot possibly have a normal marriage and family life.

"These women must be convinced that there are other ways to have a normal life, besides marriage, and that is a very tricky job," said Mrs. Heard. "That would even be tricky in the United States."

YWCA Leader Mrs. Bartlett B. Heard, center, Berkeley, Cal., will be guest speaker for the annual meeting of the metropolitan board of the Indianapolis YWCA. It will be a dinner event at 6:15 p.m. Wednesday in the Central Branch.

Mrs. Heard is vice-president at large and a national board member of the YWCA of the United States. She will discuss "Women of Today."

Assistants Named
Mrs. Conard A. Felland, meeting general chairman, will be assisted by Mesdames Freeman Ranson, Philip Sweet, Charles D. Vawter and Russell Justin.

Mrs. Ruth Bell and Miss Lola Male Johnson, teen-age directors for the Phyllis Wheatley and the Central Branches, respectively, will be in charge of the Y-Teen members who will nominating committee chairman.

Dinner reservations must be made by Monday noon with Mrs. Loretta Hart at the Central YWCA Branch.

Visited Germany By invitation of the State Department, Mrs. Heard recently spent several months in Germany as a visiting expert on women's affairs under the U.S. High Commission for Germany. In 1947 she was one of the 10 delegates to the meeting of the YWCA World's Council in Hangchow, China. She has been a member of the national board since 1936 and has traveled extensively over the country speaking on world affairs and women's role in these times.

Mrs. Heard is one of two women members of the California Recreation Commission, appointed by Gov. Earl Warren.
Reflections on the Y National Board

Heard: I went on the national board in 1936. From 1936 through 1964 I was on the national board, because we didn't have a rotating membership. I was involved in a great many things: as national chairman of membership; as the chairman of the constitution revision; as vice-president at large; as president of the San Francisco Y; starting the Berkeley Y; and all that boy/girl relationship business I was doing; the Japanese relocation centers. These just naturally developed because I was in a position where people wanted to know what the YWCA thought about some of these things.

Morris: Would you have liked to have been president?

Heard: No.

Morris: Why not? You'd gone through all the chairs.

Heard: Because as president you have too many things that aren't creative to do; I couldn't be chairman of committees that interested me much more. One of the really rich experiences was being chairman of the constitution revision committee, and being membership chairman in the national association.

Did I tell you about the experience I had in Pennsylvania?

Morris: I don't think so.

Heard: When I was chairman of the committee on membership in the national association, we had a small YWCA in a town in Pennsylvania, which I will not mention. We just didn't hear from them: they didn't pay their dues, they didn't answer letters, they didn't do anything. So finally I was in New York for a couple of extra days, and I said, "I'm just going to go to this place and see what's cooking." I wrote and said I was coming, and asked for a meeting of the board or the executive committee. The president happened to be kind of an outsider in the little tight-knit group of the community. She was the head of the "Welcome Wagon" program in that town.

She met me, and we toured the town that day, and I could see that she was out over her depth. Oh, one of my victories that day, I felt—that's in the Amish country, and the Amish in Pennsylvania are very withdrawn; they don't mingle in the community. We stopped by an Amish school, and it must have been a recess, because some children were out on the steps of the school. I walked up to them, and I've never been met with such caution, almost hostility. Suspicion: What are you doing
Heard: here? What do you want? What are you after? And so on. To have broken that down and had a real good conversation with those kids—I felt very pleased with that experience.

Well, anyway, this night we came to the YWCA meeting, and it was the executive committee. The person who opened the meeting had us all kneel down by our chairs and she started a prayer like this: "Dear God, help us to resist this woman from the national YWCA," who wants to do such and such. [Laughter] I just felt the floor going out from under me. So when they all sat up on their chairs again I said, "I think you misunderstand why I'm here. I'm not here to tell you that you can't be a YWCA, but I am here to tell you that if you want to be a YWCA, there are certain things you have to do. Otherwise you cannot use the YWCA name, because it's a copyrighted name. You have to have certain membership policies; you have to pay your dues; you have to answer correspondence; you have to send in statistics. We want to know what kind of community program you're doing; what's your purpose in existing. If you don't want to do this in the YWCA, go ahead and have a community settlement house or something—that is your decision." I'm happy to say that they chose to be a YWCA and are a strong one.

Morris: In your travels, and in your discussions with national staff and national board, do you get much of this sense of the local associations feeling that national is something to be resisted?

Heard: No, because we're largely—well, Europeans think—an irreligious organization. We like to say in this country that we're nonsectarian, so we have Catholics and Jews and Protestants and everything. This is one of the criticisms of the YWCA from outside of our own country, and even within it in sections that are predominantly one religion—that we are not a religious organization, that the C in the YWCA doesn't really have much meaning.

Morris: I wasn't thinking of it so much in the religious sense; I was thinking of it more in the kind of feeling that you get sometimes in organizations that have a local, state, and national structure—that "national doesn't understand what we're doing here, and all they want is money from us."

Heard: I think that was much more prevalent in the years when we were doing away with the segregated clubs. That was a much longer battle, because the South, and even parts of the North, didn't go along with this. It wasn't until the USO put a strong arm to this procedure that the division between the national, which had adopted in 1946 this interracial policy, and the locals began to disappear. But there was a strong feeling in the beginning
Heard: about the right to have segregated clubs. New York had, Oakland had. San Francisco never had a Negro club, but they had Chinese and Japanese.

Morris: As separate associations?

Heard: No, they were branches, as Lyndon Street in Oakland was. Berkeley never had, because we didn't have any Negroes in Berkeley, for one thing.

Morris: Was the reason for having the separate branches to provide services in an area where there was a large minority population, or was it to keep the Chinese or the Negroes out of the white building?

Heard: Oh, I think the associations would have vindicated it on the basis of neighborhood organizations or special needs of ethnic groups.

Morris: Was it a sense of "we who understand how things work will do something for them?"

Heard: Oh, that was the South, sure. I told you of experiences in the South. In Houston, Texas, for instance, we had two national board members, one was white and one was Negro. The Negro woman had never been in the white woman's house until Grace Elliott and I were there, although the white woman's husband was the architect for the Negro woman's home and her husband was the owner of a big Negro newspaper in Houston.

In Columbus, Georgia, the first time Negroes and whites had ever sat down together at a meeting was when I was there. And the same thing in Germany. I told you about being in Kitzengen, where the Negro troops were stationed. The white officers' wives and the Negro officers' wives--never the twain shall meet.

Morris: Are there other notes you have on your visits to Germany, official and follow-up, that you'd like to include?

Heard: You know, one of the things that really touched me--I was talking about family support: Mrs. Heard's secretary sent me a big folder of newspaper clippings about me that had appeared in the Arizona paper. So she was proud of the things I did.

[end tape 12, side 2]
A. C. Bartlett and the Chicago Connection

Johnson: I wondered today if we might talk about Mrs. Dwight Heard, at least initially. I'm very curious to know more about Mr. A. C. Bartlett, who was the father of Mrs. Heard. It strikes me that there must have been a very close relationship between father and daughter.

Bartlett Heard: Mother, Maie Pitkin Bartlett, was the oldest child. Her mother died while she was still living at home, so she had to take over--more or less take over the household, take care of the younger children, and so forth.

The Bartletts came originally from New York. My grandfather came to Chicago quite early and got interested in the wholesale hardware business, which eventually became Hibbard, Spencer, Bartlett [HSB], of which he was finally president.

Grandmother Bartlett and my grandmother on the Heard side were distant cousins. We still haven't determined absolutely what the relationship was, but it was through the Pitkin family and the Bancroft family.

When my father came to Chicago after he had finished high school in Brookline, he immediately went into the Hubbard Spencer Bartlett company and worked there, and had a very close relationship with A. C. Bartlett before he married Maie Bartlett.
Johnson: Did he go to work directly for the company, or as Mr. Bartlett's assistant?

B. Heard: He was both, I think. He went on trips to Europe with Grandfather, both before and after he was married.

Johnson: Wasn't there also a trip to Egypt, I think we mentioned?

B. Heard: There was a trip to Egypt in '92 and '93, I think; that was when he and Mother got engaged. They went up the Nile. That's a long time ago; it was quite an enterprise to do at that time.

Winifred Heard: One of the things that Bartlett was saying about these relations that I'm absolutely thrown for a loop about--Mrs. Heard's middle name was Pitkin and there are also Pitkins in the Bradford side of the Heard family. Both of them were from New England but we don't know quite what the relationship was because the genealogy gets so complicated.

Johnson: Was his going to Chicago related to the death of his father in New Mexico?

B. Heard: No, because he went back and finished high school in Brookline. His father died when he was about twelve, or something like that.

Johnson: He was with his father in New Mexico?

B. Heard: No, I don't think so.

W. Heard: He was staying with Aunt Emily.

B. Heard: After my grandfather's death, my grandmother went back to Brookline and Father finished high school. Then he had to go to work. I imagine--this is just what we assume--that because of the relationship he was offered the job in Chicago. He worked up in the credit department until he had a very responsible position. At the same time he was going places with Grandfather when he went to Europe and so forth, being more or less a secretary.

Johnson: One thing that is not clear in my mind is whether Mrs. Bartlett passed away before the marriage?

B. Heard: Oh, yes, because Mother, as I said, kept house for her father.

Johnson: So when she left to go to Phoenix or to go westward in '94 and '95, that must have been kind of a burden on your grandfather.

W. Heard: Well, by that time the children were a little bit older.
W. Heard: Aunt Florence was old enough, and she ran the house until your grandfather--

B. Heard: Grandfather remarried. I don't remember when that was.

W. Heard: I never met Mrs. B., so I don't know. It was before we were married. Well, they had a child, Eleanor.

B. Heard: I don't think it was too long after Mother's mother died.

Johnson: I've found that a number of families and institutions in Phoenix are related to Chicago. Do you think there would be any materials in Chicago, either in private hands or in library hands, on Mr. A. C. Bartlett?

B. Heard: I think there would be, because he was the director of the Northern Trust and also of the First National Bank of Chicago. He was also a director of the Santa Fe railroad, so there might be some there. Also, the Bartlett Gymnasium at the University of Chicago was given by him so they may have something.

Of course, Uncle Frederick and Helen gave the Birch/Bartlett Collection of French Impressionist art to the Art Institute of Chicago. That collection is still there. The big Seurat, "Sunday in the Park"—"La Grande Jette", that's the main piece there. It was given with the understanding that it could be lent once, and it was lent to the Museum of Modern Art in New York at the time when they had the fire. The fire came just against the side of the frame.

Morris: While the painting was on loan out of the city? What good fortune.

B. Heard: This was the only time it was to be lent.

Morris: Who were the collectors of French paintings?

B. Heard: Uncle Frederick Bartlett and Helen Birch, who was his second wife—the Birch/Bartlett Collection.

Johnson: Did Mr. Bartlett have any connection with Phoenix before Dwight B. Heard and Mrs. Heard visited there?

B. Heard: No. As a matter of fact, the way we have heard it is that they were on their way to California and they stopped in Phoenix and liked it, and they came back. This is very strange, because Mother had been brought up in Chicago and was strictly a city girl. When they bought the place out there, it was seven miles out in the country, west of town. They were really isolated, and
B. Heard: she would have to drive the seven miles into town and do her shopping if they didn't have necessary supplies on the ranch.

W. Heard: [Reading] "Their first home was the West Ranch, forty acres on Fifty-First Avenue. They planted those first palms. We were impressed when we were in Phoenix this time with the absolutely fabulous palms in Palmcroft that Bartlett's father planted.

B. Heard: Well, on Central Avenue, too.

W. Heard: You were asking about Mr. Bartlett. There's a whole article in the Chicago paper about the Bartlett Gymnasium and the various other things that Mr. Bartlett did in Chicago.

Johnson: Was Mr. Bartlett's interest in Phoenix strictly through his daughter and son-in-law?

B. Heard: That's right.

Bartlett-Heard Land and Cattle Company

Johnson: This is something I've had several different dates on: in what year was the Bartlett-Heard Land & Cattle Company started? Was that not the first main business that Dwight B. Heard was conducting in Phoenix, aside from the ranch that he had on the west side of town?

B. Heard: No, he started a little real estate and loan business. Through the connections in Chicago he was able to get money to loan in Phoenix, not only from the banks, but from individuals. I don't know which came first, actually, because the one hundred sixty acres which is Los Olivos—where The Towers is, and the Heard Museum, and all—was bought by Grandfather at $120 an acre.

[Laughter]

W. Heard: [Reading] "In 1897 your father established in a one-story building on the southeast corner of Central and Adams his real estate business, and he began loaning Chicago money on farm land at 8 percent when the going rate in Phoenix was 15."

Have I told you that his life was in jeopardy? That was in 1899. Then in 1900 the Bartlett-Heard Land & Cattle Company: [reading] "Mr. Bartlett and Mr. Heard purchased 7,000 acres from the Wormser estate on the other side of the Salt River from 7th Avenue to 48th Street. Part of the ranch was planted in
W. Heard: canaigre, which is a tuber-producing tanin, and shipped to England for tanning leather."

Then in 1903 Casa Blanca was built.

B. Heard: That was when Casa Blanca was built, but they had bought Los Olivos, that quarter section; Mr. Bartlett had bought that himself.

In the Bartlett-Heard Company my father had a small interest. He worked at it for many, many years, and later there was a redistribution of the stock and he assumed a larger interest in lieu of his never having taken a salary for his work in developing the ranch. It's very true. Even when that civic center where the library, and the little theater, and the art gallery were given, they always had to refer to Mother. It was all owned by the Bartlett heirs.

Johnson: Mr. Bartlett's role in certain aspects of the development of Phoenix has been very great.

B. Heard: Yes, Father wouldn't have been able to do the things that he did if it hadn't been for that support. He was very conscious of that, and wanted to do it on his own, too.

W. Heard: You see, he really intended to go back and live in Chicago, and we have a series of letters which indicate that. In the year of the fair he started a little housing project in Chicago, and he was very proud of this and really intended to develop it on his own. He did not want to be known as Mr. A. C. Bartlett's son-in-law. He was very proud of this. But it's very true that without the contacts through Mr. Bartlett, which enabled them to vouch for what was going on in Arizona as a worthwhile investment, I doubt very much if the Salt River Valley would have developed as it did. So there's a lot of Chicago money and interest and old families that you will find in Phoenix.

B. Heard: My grandfather used to come out in the early days and stay at the San Marcos in Chandler.

Johnson: That wasn't built till '12 or something like that, was it?

B. Heard: I forget when, but it was the first real hotel. A lot of Chicago people came there.

Johnson: I suppose he visited before the San Marcos was built?

W. Heard: Oh, at the ranch. He began coming to the ranch when they lived on the west side—that early place, the west ranch.
Johnson: Would he spend the winter there or just a few days?

W. Heard: Well, he spent more than a few days. Do you remember that document—the resume of a memorandum that Mr. Heard wrote to Mr. Bartlett? It covers three or four years about where he was expected to be. The Heard family used to go back to Wayland every summer, and Mr. Bartlett also came there. There are quite a lot of records of his in this memorandum of visiting them in Wayland. Then when they moved to Arizona he came out, and he spent a great deal of time in Arizona.

B. Heard: He had also a place in Asheville, North Carolina, which I've never seen. In those days they would ride around in private railroad cars. There was a reference to having a private car.

W. Heard: You used to do that?

B. Heard: In the early days we had passes.

Johnson: Your pass was on the Santa Fe?

B. Heard: Yes. Santa Fe was the first one into Phoenix from Ash Fork, and then the one from Maricopa was later.

Johnson: Did Mr. Bartlett take an active role in any development in Phoenix, or was it strictly just supporting Mr. Heard? Did he ever come out and help plan Los Olivos?

W. Heard: No, we have no record of that. It was just that he was interested, and there were a lot of opportunities for them to confer.

B. Heard: Did I show you that prospectus? It was a pamphlet on Los Olivos.

Johnson: Yes.

B. Heard: It was strictly high class residential. They had to be at least $3500 houses. [Laughter]

W. Heard: Now, since the Heard Museum has become so famous, the houses around there have gone up to around $250,000.

Johnson: I'm getting ahead of myself, but we tried to contact an heir of Mr. Hartranft to find out more about the development.

B. Heard: Well, there was Bill Hartranft and Winfield. Bill Hartranft used to live down here, then he was working at Goodyear for a while.

W. Heard: Winfield is the one who developed the silver patterns for Reed Barton Company—
Palmcroft was also a very lovely area, which was developed about in the 1920s, wasn't it?

Yes, Bill Hartranft was in that development. He was also in the development to the south along Kensington, where the freeway's supposed to go now. Bill Hartranft was a partner in Palmcroft. The first unit in Palmcroft, going from Seventh to Eleventh Street, was developed and sold out, and then they started from Eleventh Street on. That was partly developed at the time he died. We had a subdivision there when the market just went completely out. We finally gave a strip on the west side to the city—a whole strip of lots that we just couldn't pay the taxes on.

We did this?

That's right.

[Laughing] I didn't know that.

Well, getting back to Mr. Bartlett—a couple of other questions: Did he bring any of his friends out?

Oh, yes.

What would some of the names be that you might remember?

I think there were the Hutchinsons.

The names would all be in the Casa Blanca guest book that I told you about.

I think that's very valuable.

The Spencers came, I think, didn't they? Either the Hibbards or the Spencers. I know Ed Ayer used to come out. He was big in the lumber business up in northern Arizona, and was from Chicago. He had a place at Lake Geneva, I remember.

Did either Mr. Bartlett or Mr. Heard know Whitelaw Reid of New York, publisher of the New York Tribune?

Yes, his name was in the guest book.

In an early letter Mr. Heard, writing, I believe, to Aunt Emily, says, "Phoenix is a nice place. People like Whitelaw Reid have a house here." I was just curious whether they might have been friends or acquaintances, I suppose.
W. Heard: Mr. Bartlett died in 1922 just the year after Bartlett and I were married. He was really just a wonderful, wonderful person.

Johnson: Maybe you could tell us something about his personality.

W. Heard: He was a gentleman.

B. Heard: One thing, he came up with this organization—

W. Heard: HSB.

B. Heard: Hardware jobber. He was in Chicago for the great fire. He got the first train out of Chicago and went East, bought up all the shovels, saws, and hammers that he could get, and brought them back to start the reconstruction of Chicago. He was proud of that.

He was also in that big fire—the theatre fire? With Uncle Frederick or Uncle Frank, and broke a window to get the air in.

W. Heard: It's amazing to me, just having known him for a year. He was originally a teacher before he came to Chicago.

Johnson: I noticed somewhere in your papers that he was president of the board of education.

W. Heard: He was in so many things. The thing that surprises me when I hear about his business activities is how active he was; and yet he seemed, knowing him, to be much more interested in community things. I think it was a great pleasure to him to have Bartlett's father such a go-getter, to do the developing part. He stood back and watched with pleasure how his daughter and her husband prospered, and they never would have been able to do it without him.

Johnson: Would you say he might have been in some ways a model for Mr. Heard?

W. Heard: No, because he was much more interested in the arts and the humanities and social welfare. Mrs. Heard was more like her father, starting the social service center and all the things she did. They were right out of the Bartlett pattern. I think Mr. Heard was much more active; he was an extrovert. I would classify Mr. Bartlett as an introvert, if you were just using those two categories. But he was distinguished looking; you can tell from his picture. It was a sad day when he died.

B. Heard: Where the family knew him most was at Lake Geneva, because we
B. Heard: used to go back there almost every summer. He built the house out there underneath a circus tent in the wintertime. Our summer routine was that we would go back part of the time to Lake Geneva. We were all acquainted with people like the Drakes, and the Ayers, and Harrises, and the Hutchinsons, the Ryersons.

W. Heard: All those big Chicago leading families were out at Lake Geneva. Curiously, the house now belongs to some people by the name of Bartlett. No relation.

B. Heard: The Allertons were next door. The Allerton Hotel was there in Chicago.

W. Heard: The Allerton place at Kauai, in Hawaii, is world famous.

Mrs. Dwight Heard, Financial Advisor and Collector of Art

Johnson: This is a difficult question, but do you think that your mother, Mrs. Heard, ever had any regrets about not living in Chicago or not staying in Chicago?

B. Heard: It's hard to tell. If she did she never let on.

W. Heard: She did put her foot down and state that she wasn't going to keep two houses, and that's why you gave up going to Wayland.

B. Heard: Going back and forth every year--

W. Heard: Till Bartlett was six.

B. Heard: Till she finally said that was no way to live. I think we talked about the fact that she was not a good traveler; she got carsick. But she went along on all these fishing trips and so forth. You found something in that letter that she had shot a porcupine.

W. Heard: Yes, on their honeymoon. This absolutely threw me for a loop. Mr. Heard had written a letter back to his Aunt Emily, and he was saying how they made a fire, and cooked a fish that they had caught over this fire, and had a delightful dinner. Then he said that Mrs. Heard was getting as brown as a berry, and that she had shot something that day.

B. Heard: A porcupine, wasn't it?

W. Heard: I can't imagine her doing this, because she always seemed like such a gentle, easy-going person. I have a copy of this old
W. Heard: digest I made of Arizona history—where they lived and all that.
[end tape 13, side 1; begin tape 13, side 2]

W. Heard: And a copy of the speech Reverend Jenkins delivered at the memorial service for Mrs. Heard in 1951. He covers quite a lot of the things that Mrs. Heard was in. I think one of the interesting things about Mrs. Heard was that she was in every-thing, in the sense of community activities: the women's club, she helped found the social service center, she started a travel-ing library.

B. Heard: That was partly with A. C. Bartlett.

Johnson: What was that?

B. Heard: They had big boxes filled with books, and they used to send them out to the outlying towns. All I remember is helping pack the boxes occasionally. I think that Grandfather would furnish the books.

W. Heard: There are stories about her after Mr. Heard's death—which was a devastating experience in her life; she never recovered from it. She was devoted to us, but I think that, in a way, just the fact that the children were there made it even worse. She felt more bereft, I think.

I started to say that Mrs. Heard did all these things but she was always the secretary and never the president. She did not want to be the top brass. The stories that people tell are of her with her briefcase full of things, always trotting off to some meeting where she would be very efficient, always responsible for keeping the minutes and keeping all the records straight, and things like that. But she did not enjoy being the president. Of course, she was the president of the museum board until it became a community enterprise.

B. Heard: Well, until her death she was.

Johnson: Would you say that in this way she was somewhat like her father, more introverted?

W. Heard: Yes, I think so.

Johnson: Was she shy?

W. Heard: Yes, very shy.

Morris: In terms of the kinds of activities you describe her starting, was she a model for you, Mrs. Heard, and did she encourage you at all in your interests in these things?
W. Heard: Oh, my, yes. I told Gabrielle that one of the things that touched me was a file that Mrs. Heard had kept on my activities, which I thought was nice.

Johnson: One other question on Mr. Bartlett: Do you know whether in Chicago or elsewhere there are any papers preserved, or materials preserved?

B. Heard: Well, I gave you those lists of the various possibilities: the university, and the art institute.

Johnson: In the family, I meant.

B. Heard: No, there's no family left. The whole family, and the trusts and everything, were handled through the Northern Trust Bank. I used to go back there to inquire into several trusts that Grandfather had set up. We had contacts there.

W. Heard: Frank Wallace would be the person. He's retired from the Northern Trust and lives in Evanston. He said he was going to write a history of the Bartlett family, but I don't know if he ever did or not.

B. Heard: He was the trust officer that handled the trusts. He was much more than that.

W. Heard: He was Aunt Florence's advisor on her estate. I worked with him when Aunt Florence died and I had to close out her apartment and everything.

Johnson: What ever happened to the hardware company? Does it still exist? Was it sold?

W. Heard: It's not in Chicago.

B. Heard: Hibbard, Spencer, Bartlett was originally down on Water Street.

W. Heard: Great big building.

B. Heard: That was the second one. Then there was the big building down off Michigan Avenue, right alongside the north side of the river, across from the Wrigley Tower. They were on the river---right at the entrance. Then they moved out to this big place where Bell & Howell is now.

Johnson: When Mr. Bartlett passed away was there anyone left in the family who could run the business?

B. Heard: No.
Johnson: So the family's connection with the business ceased with his death?

B. Heard: Yes. Mother kept her stock for quite a long time. We sold that because the business was changing and there weren't any people that had been really active in it. I'm not even sure that it goes under that name anymore.

W. Heard: One of the things about Mrs. Heard that I think is interesting is that she always regretted that she never went to college. That was not the pattern in the days that she was growing up. She went to Dearborn Seminary, and she studied music, French, and art. She spoke French, and they spent summers in Europe—that's a lot of European travel. That's one reason that Aunt Florence was encouraged to go to college. She graduated from Smith.

Johnson: When Mrs. Heard went to Europe, would she go with her family, or would she go with a tutor, or how?

W. Heard: Oh, she would go with her father, and she went with some friends, I think, one time on some kind of a tour. We have a copy of a thousand dollar check.

But you were asking about whether she regretted not living in Chicago. In a speech that Eula Murphy gave at a school dedication, she said, "In temperament Mr. and Mrs. Heard were entirely different. Mr. Heard was a big man, dynamic, full of energy and bounce. Mrs. Heard quiet, tiny, and fragile looking."

When they came to Arizona, Eula goes on to say, "I'm sure you're imagining a young bride, born in a large city, raised in luxury, her husband in ill health, being unhappy and homesick in this little village of Phoenix, right in the middle of the wild west. Not a bit of it. Not for a minute. She loved Arizona. She loved this valley. And most of all she loved Phoenix. Mr. Heard's health improved, and she was grateful for that blessing all the days of her life. I think that's what endeared her largely to Phoenix."

Things were always happening, and I think that, although she was not in the middle of making them happen—well, yes, she was in the middle of making them happen, but from behind the scenes. She wasn't out there doing them actively, but she was interested, and she was proud of what her husband was doing. Of course, a great disappointment of her life was when Bartlett and I didn't continue in Phoenix.

Johnson: In a tape that was done probably ten or fifteen years ago, Bill Pickral made a mention that some of the early notes and various financial writings and so forth dealing with the
Johnson: Bartlett-Heard ranches were written up by Mrs. Heard. This led me to wonder how active she may have been.

B. Heard: Oh, very. She kept the books. I can remember this: we had one of those old presses—you know, with the big heavy thing and you turn it down to make copies? Oh, yes, a lot of the early accounting books were all in her handwriting.

W. Heard: She was secretary of the company. She was active in the paper. She was responsible for choosing that quotation that appeared every day for years.

B. Heard: She did a lot of personal things. She wasn't always organization-minded. During the war, for instance, she'd knit socks and scarves and things for the boys.

W. Heard: That's how we won the war—we strangled the Germans with those scarves. [Laughter]

Johnson: I guess what I'm curious about is that on the one hand she didn't go to college, she was interested in the arts, and on the other hand she was taking a very active role in the financial side of Mr. Heard's activities.

W. Heard: That's because they were a team; that was a role that she could fill.

Johnson: This is somewhat unusual, isn't it, for that day? Many women didn't really know what their husbands were doing in terms of businesses and so forth. That's the general impression one has.

W. Heard: I kept the books for us when we were first married.

Johnson: Do you remember your mother and father talking business? I mean, talking over mortgages, or this and that?

B. Heard: Not particularly, not mortgages. Mother had loaned an awful lot of money to people, and when she died the loans were all written off. People were always coming to her with a hard luck story. Oh, she had a great big ledger. Most of them would never pay her back.

W. Heard: No, we crossed them off.

B. Heard: Now, this was entirely different from Father's business. He was very proud of the fact that he'd never had to foreclose. Of course, he was on an up: things were always getting better—they could work them out.
W. Heard: I never saw Mrs. Heard sitting down reading a book; she was always mending something. She was brought up in that "ladies sew a fine seam" era. Before we were married she and I made a contract that I would turn over all of Bartlett's socks that needed to be darned to her. [Laughter] For years I did this, and I was very careful never to let her get hold of any of mine (those were the days when you really darned socks). Finally I gave up on that, too. Of course Brad came along, and she was always doing his.

I remember one of the first things that Bartlett and Brad said to me when Mrs. Heard died: "What do we do about our socks?" I said, "You throw them in the wastebasket." [Laughter]

B. Heard: She always kept a bag packed for Father; she was always packing everything, because he was apt to turn up going some place unexpectedly. Although Mother was a very poor traveler, she would go to all these places every summer; practically every summer we went fishing someplace, and she would go. I don't know what she would do there, because she didn't actively--

W. Heard: Well, what did she do the summer you and I went with them? We went up to Camel River. What did your mother do?

B. Heard: She was in the boat a few times, I know. Then the time we went to Diamond Lake she was with us.

W. Heard: Yes, she stayed in the hotel. She did a lot of writing of letters and things.

Johnson: Was she a great correspondent—a number of friends in the East?

W. Heard: No, I wouldn't call her a letter writer. I don't know what these were, unless they were business missives that she was sending off to people, like the Associated Charities Health Center, which eventually became the Social Service Center, or the Women's Club, with all the kinds of benefits and the bonds, and the art exhibit that they sponsored.

B. Heard: Mother was secretary of the art section. She was the first principal instigator of this project. At the fair each year they had an exhibit. They would buy one picture for the city, and it used to hang in the mayor's office and so forth. That didn't work out, so they finally ended up in the top of the library on that mezzanine. Now they've got five racks up there and the pictures are all gone. I'm kind of anxious to see one of the pictures there that was done by Uncle Frederick—a Chinese subject, one of the nice ones that he did. They're not there anymore.
W. Heard: Oh, this is something they'll reinstitute.

During World War I she was very active in the Red Cross, when this knitting period was on. She bought a whole carload of yarn and gave it to the Red Cross and, of course, Mr. Bartlett donated the building. Then she was interested in the YWCA. When we came to Phoenix and I was on the board of the YWCA, she was not eligible because she did not belong to a Protestant Evangelical church; she never joined the church, but Mr. Heard was a vestryman at the cathedral. But she built the YWCA gymnasium, because I was interested in it.

Then she was very active in the Boy Scouts and the Girl Scouts. And that little house that the Y had--

B. Heard: It was Rosemary Lodge.

W. Heard: She gave that. You and I helped on that, too. Friendly House, Salvation Army, park board, St. Luke's Home--these were some of the big interests that she had.

B. Heard: Well, St. Luke's was very early, because of Father having been tubercular. That was started simply as a TB sanitarium--with several small cottages. I understand they're going to move again.

Johnson: That's right.

B. Heard: That's ridiculous. It's only been about five years ago--

W. Heard: The parking lot that's there now is over that Indian mound that the family--

B. Heard: El Ciudad is where they had it fenced off; they bought it and had it fenced off.

W. Heard: Eighteenth and Van Buren.

B. Heard: It was under the parking lot at St. Luke's.
The Heard Museum

Johnson: Speaking of that, was it Mrs. Heard who really got interested in these primitive arts, more so than Mr. Heard?

B. Heard: I think they both were, but Father was the most active.

W. Heard: It says right here, "On a trip to Egypt, where Mr. Heard went to study long-staple cotton, the Heards chartered a boat and went up the Nile as far as the boat would go. There they were tremendously interested in the native art and culture, and brought back a large collection of African things."

B. Heard: But this is '24.

Johnson: That's later on, though. They arrived in Phoenix in 1895, and I was wondering just when did they first start picking up Indian baskets and these things and making the collection?

W. Heard: I don't know. When I came in the family, they were there.

B. Heard: I don't know when they did, but they were always in the house.

Johnson: Do you remember growing up at Casa Blanca with numerous artifacts around?

B. Heard: Oh, yes. There's a big rug in the museum that's got all these various cattle on it--red cows and green cows. I can remember as a child playing on that thing in the living room. They had them from a very, very early time.

W. Heard: Eula says here, "When the Heards came to Arizona they became greatly interested in Indian art." Well, you see, we've artists in the family, that's one reason. Uncle Frederick was both painter and collector; Aunt Florence inherited it, and her interest was folk art. It says here, "Being born collectors the Heards could not resist any perfect example of Indian craft, and their collection grew and grew." I'll say it did. "They had Indian baskets and pottery all over the house. They had Indian blankets on their floors. They simply built a house for their treasures." When I came into the family, they had all the colonial things from Wayland, they had the African stuff, they had Indian stuff.

Mrs. Heard was also a great book buyer. They had collections and collections of limited editions of books.

Johnson: Do you suppose that 1892 and '93 trip to Africa may have also been an incentive?
W. Heard: I think so, because that was in primitive art.

B. Heard: They collected a lot of German *Krugs*, too.

W. Heard: Don't remind me of that.

B. Heard: Those were the ones that we sent back to New York to be sold because the art museum in Phoenix didn't want them. They belonged to the Heard Foundation, and we wanted to get the money to do something with, and they didn't want them. We sent back twelve barrels of them, and then this gallery in New York, which was very reputable, went broke. But they had hundreds of these *Krugs*.

The ranch was pretty good sized. As you know, the old Indian canals followed pretty much the modern canals. They were an agricultural people. There were at least three large mounds that I can remember on the ranch: one by headquarters, one over at section 30, and one by Central Avenue.

Johnson: Did any of the artifacts come from them that were collected into the family collection?

B. Heard: Sure.

Then we went up to the Snake Dance in 1914. We collected stuff up in Canyon De Chelly and Canyon del Muerto and so forth. We actually took some out of the burials—which was still legal at that time—which are now in the museum.

Johnson: So actually this was one of your earliest experiences in participating with your parents?

W. Heard: Oh, my, yes.

Johnson: Did they ever have any friends who were archeologists in the University of Arizona or other places, who may have been around to describe these things?

B. Heard: Dr. Howry has been there forever, I believe.

W. Heard: Eula says because of her professional role and the secrecy that was imposed upon her she didn't mention in detail any of the charities—Mrs. Heard's personal charities. But this was one of the things, I know, too—that she was constantly besieged, and particularly during the Depression, by people who needed, usually, money, which they almost always got. She was like a welfare department in Phoenix; she really was. That was before they had such a thing. As Bartlett indicated, these things were seldom
W. Heard: repaid. Sometimes they were, and that was always appreciated, but I think she would have helped even if she knew they weren't going to be repaid.

B. Heard: One of the things which she really got in and fought for was to get money from the city for this social service. She and Bert Cox, who was the director of St. Luke's, were on the Board of Charities, or whatever they called it. She really went to bat on that, to get the money for the social service.

Johnson: Did Mrs. Heard play any kind of a role in the development of the real estate in terms of Los Olivos, or Palmcroft, or any of those things?

B. Heard: I think so. Yes, I think they always went over things together.

W. Heard: They certainly went over the planning of the museum together. They had books and books on Spanish architecture. I think every detail of it was planned together. That's why it was so terribly difficult for her to go on with the museum after Mr. Heard's death. Because, as you know, they were just about to open it when he had a heart attack following a tour he'd given to some visitors that afternoon.

He had had heart attacks before. In fact, when our daughter was born, Mrs. Heard was up here with us for a few days, and Mr. Heard was in Washington. On the train coming home he had a light heart attack, so she went home earlier than she had planned to do. It was a good way for him to go; he would never have adjusted to a loss of health.

B. Heard: He wouldn't do it. He just kept going, even though he was advised by his doctors to slow down.

Mother was very anxious that the civic center should be a good concept. So she had Melvin Jacobus, who was associated with us, go back and look at various things that had been built. We contacted Frank Lloyd Wright. Of course, Frank Lloyd Wright was very glad to do it, but he would have nothing to do with anybody else's ideas.

Johnson: Had to give him carte blanche, I suppose.

B. Heard: So we wrote him off. Alden Dow was selected, and that was Mother's doing. She did it using Melvin to do the research for it.

Johnson: We talked about the inception of the Heard Museum; are there any papers or books preserved, which show the way Mr. and Mrs. Heard conceived of the museum?
B. Heard: There was the original corporation.

W. Heard: You, and Aunt Florence, and your mother.

B. Heard: They had just built it—-it was just about to be finished. When Father died, I don't think there was any formal organizations at that time.

[end tape 13, side 2; begin tape 14, side 1]

W. Heard: I don't really remember when it became the corporation that it is now. For two or three years your mother held her interest.

B. Heard: No, we incorporated almost at once.

W. Heard: And elected a board.

B. Heard: And there was a trust set up. Unfortunately, the stock in the Security Building was put in that trust, so we had to finance it twice.

After Father died, when the crash came along in 1929, everything was in bad shape, including the second unit of Palmcroft. And the Security Building, which had just been finished, was in bad shape. Joe Refues will tell you that it could have worked out, but Mother wasn't going to try a compromise. The bond holders had put up their money and they should get it, so we turned in our stock.

W. Heard: But she had such a pride in the family name and not having anything to do with a failure, that I don't think she really did comprehend all that was involved in trying to work out of that 1929 debacle. Mr. Heard was widely extended, and Bartlett is still working on some of the things that we are handling that aren't settled. We had hoped that Brad wouldn't have to do them, and of course now he won't, but certainly David isn't ready. We're going to get everything settled up before we depart this planet, I hope.

B. Heard: But there was a trust set up at that time, which included some HSB stock and the stock in the Security Building.

Johnson: The trust for the museum you mean?

B. Heard: Yes. So we started that over again after we gave up our stock in the Security Building. Then that was replaced by other securities and increased. The Heard Company still manages the Heard Museum Trust. Then when the paper was sold the Pulliams came in. We have an agreement with the Phoenix newspapers—they will put up $25,000 a year as long as we do. At one time there was a Heard Foundation.
Johnson: A matching funds type of agreement?

B. Heard: That's right. That was Frank Snell or Fritz Marquard. Of course Fritz has been very helpful down there. Is he still the editor?

Johnson: Yes.

W. Heard: It was Wes Knorp and Charlie Stauffer that sold the paper to the Pulliams.

B. Heard: Mother's stock, and poor old Billy Speer's stock, too, was sold under the arrangement that Father had set up when he bought the paper—that everybody who was in the paper should own. So that when he died his stock was redistributed and bought by the other employees.

They sold to the Pulliams for ten times what we got for it, and Billy Speers was in the same shape. The buy-back, just as we do it in Photo & Sound, was on the basis of what we think it's worth on an earning basis. But it isn't what you could get for it on the market, so it was for quite a low price. It always went on the same—the stock went back and was purchased by the people who continued to run it.

Land Development in Arizona

Johnson: While we're talking about business, what happened to the different companies that Mr. Heard had founded, or the principal, after his death? In other words, have they survived to the present?

B. Heard: Well, the Dwight B. Heard Investment Company is what we're still carrying on in San Francisco; we moved up here in '58. We are the trustee for the Heard Museum Trust, for the Maie Bartlett Heard Trust, which was set up for us, and for our trust—for our children. We did have the Heard Foundation, for several years, in order to make contributions when we could. Then they got so complicated tax-wise that most of the small family foundations have given up. We don't have that anymore.

Johnson: But is the Heard Investment Company active at all on the scene in Phoenix?

B. Heard: No, no. We have the ranch, and also a half interest in Monroe Central. Roy Wayland's estate was the other half of that.
Morris: The purpose of the investment company, then, is to manage the trusts, rather than to invest in Phoenix or other likely prospects?

B. Heard: The Heard Company is also general partner in a few partnerships.

W. Heard: Here in California.

B. Heard: We have land up in Stockton, and we have some down the Peninsula, too.

Johnson: When would you say activity really ceased in Phoenix on the part of the Heard Company?

B. Heard: When we sold the Butane Company back in '58 and '59. We had butane distribution all over the state.

W. Heard: This is the company Bartlett started. It was a statewide--

B. Heard: --butane distribution. They had Flagstaff to Bisbee, Yuma, Buckeye, Prescott, Tucson, Casa Grande, Phoenix, Chandler. Then we sold that out to Petrolane.

Johnson: Mr. Heard died in 1929, but the investment company was an active force on the scene in the development of Phoenix for the next twenty years, could we say?

B. Heard: No. No, no.

W. Heard: It was trying to get out of things that were left.

B. Heard: No, we didn't do any more development in Phoenix. We were overextended as it was. There was the Heard Building, which was started in 1919.

W. Heard: I think it was just finished when we came there in 1921.

B. Heard: Yes. Then there was the Security Building, San Carlos, and Palmcroft, and everything else. There was more than we could handle. Before that time, of course, there were a lot of things, like the Goldwater Improvement Company, which had lots. Barry's [Goldwater] father was a stockholder in this company. There was the Commonwealth Investment Company, which owned the Heard Building; there was the Goldwater Improvement Company, which owned warehouse properties; there was the Mesa Realty Company, which was owned three ways. William Code was one of them. He was with those engineers that built the Roosevelt Dam, and Dr. Chandler.

Johnson: Did he stay on for a few years after the dam to be active in things?
B. Heard: No, their office was over on the coast.

Johnson: So he simply had investments?

B. Heard: He had investments, yes.

W. Heard: He was called the Corner Croesus. He owned every good corner in Mesa.

Johnson: I've heard that.

B. Heard: Besides that there was an Arlington Improvement Company, which owned several hundred acres. And Palmcroft, which was incorporated.

Johnson: Los Olivos—that was strictly the Bartletts and Mr. Heard?

B. Heard: The only interest that the Heard Company had in Los Olivos was the sales agency, similar to the Phoenix Country Club. That was a Heard development.

Johnson: As what—the agent for selling the lots and so forth?

B. Heard: Yes. I think they had quite a lot to do with the planning of it.

W. Heard: Ever since Bartlett's mother died, but beginning with 1929, our concern was to get out of this. Bartlett never intended—

B. Heard: I can't live there.

W. Heard: So there was no point. We had things up here: we started Photo & Sound and different things that are more interesting and ongoing up here.

Johnson: Would the same have been true of the Bartlett-Heard Ranch?

W. Heard: We thought we were selling that two years ago, but the sale didn't develop.

Johnson: I meant during the thirties, forties, fifties, and sixties, was the Bartlett-Heard Ranch still—?

B. Heard: Oh, yes. I was active in that. And Bill Pickral, of course, was the manager.

W. Heard: As long as Bill was there we would have hung onto the ranch.
B. Heard: Oh, yes. And we continued to do quite a lot—like the cooperative date garden with the State Department of Agriculture and the university. We had put in deciduous fruit, grapes, pecans, and so forth, all this cooperating with the university and with the state. For years Minneapolis had their test site out there at the ranch; we didn't own any tractors, but we had to run them twenty-four hours a day.  [Laughter]

Johnson: Why was Mr. Heard so interested in that ranch? Where did his interest in agriculture and ranching suddenly develop? One person told me, and I've forgotten who, that Mr. Heard wanted to develop some of that area to show other farmers how land could be used, and hence he could sell land.

B. Heard: That's part of it.

W. Heard: And also long-staple cotton. You know it started out as a cattle ranch?

Johnson: Yes.

B. Heard: Bartlett-Heard Land and Cattle Company. He was proud of his stock—we have pictures of a big bull with a blue ribbon on it.

Johnson: How did a boy from New England, and who was in Chicago, suddenly come out and run a 7,000 acre cattle ranch?

W. Heard: How do you develop boots and Stetson hats in Arizona? Same thing. I think the fever gets you.  [Laughter]

B. Heard: The reason for raising registered bulls was to improve the range cattle in Arizona and sell them, because there was some pretty sorry-looking stuff in the early days. In fact, we had Durhams there too. The Durhams were supposed to be a good breed, but they're not as hardy as the Herefords. Then, of course, we had ostriches, you know.

Johnson: How did Mr. Heard get into long-staple cotton?

Johnson: People around Chandler and Mesa started growing Egyptian cotton in 1909, 1910, '12. We came across some materials from a Dr. Hudson, who apparently was one of the people who helped develop the hybrid variety—the pima.

B. Heard: The pima is an adaptation of the pure Egyptian.

Johnson: Mr. Litchfield came on the scene in '15 and '16, and the Goodyear Tire & Rubber Company wanted to get this cotton.
B. Heard: We spent most of one summer back in Connecticut and through there; Father was going around to various mills to interest them in the long staple cotton, at that time mostly for tire fabric. As you say, that's why Litchfield came in. That's why Goodyear came in—to have a source of this fabric.

Father was a great one for cooperatives: he was the head of the Cotton Growers Association—the cooperative—and the Hay Growers Association; he was president of the National Cattle Growers at one time. He was also for good roads.

There was a big controversy between the asphalt trust and the concrete roads. The asphalt people had things going their way and there wasn't any competition. Father fought that and became part of the Maricopa Good Roads Association. Those original paved roads were a result of that. They look pretty sad now; they're narrow and the cottonwood roots are making them uneven. But he was a leader in that.

Johnson: There's a couple of other questions: The Security Improvement Company—was that for the Security Building?

B. Heard: Yes. There's the San Carlos Hotel Company, too. He went into a lot of syndicates.

W. Heard: That's what made it so complicated after his death—just figuring out all this business.

B. Heard: Originally in that Monroe Central deal I think there were five people: somebody from American Standard plumbing, and there were Easterners. They bought those people out later and ended up with Roy Wayland.

Johnson: Roy Wayland—was he really fairly close to Mr. Heard, or not?

B. Heard: No, I wouldn't think so. That's the only thing they were in together.

W. Heard: Jane [Wayland] and I were very good friends. But I think they were business associates.
Republicans and the Bull Moose Party

W. Heard: The Heards had a bridge club called the Poohbahs that used to meet every so often, and that was their social group. Of course, they had an awful lot of visitors from out of town. Mrs. Heard was always getting an eleven o'clock or eleven-thirty call: "I'm bringing six people to lunch." Mrs. Heard would slightly hesitate and Mr. Heard would say, "Well, you've always got a ham in the refrigerator, haven't you?" So they were always prepared for these out-of-town people. There was a lot of just housekeeping activities that she had to do in terms of keeping that place going. Gardeners, maids, chauffeur--it was a big establishment.

Johnson: How about the Chamber of Commerce?

B. Heard: He was the director of the United States Chamber of Commerce.

Johnson: Do the livestock organizations still exist?

B. Heard: Oh, yes, they do. They had a meeting this year, and they wanted a picture, so I sent them the picture of Teddy Roosevelt and Father coming out of the house.

Johnson: My word--the livestock growers are still going?

B. Heard: That's not the name of it now.

Johnson: This is a small note, but we've had several people mention the fact that Mr. Heard and Mr. John C. Adams didn't seem to get along very well. Was that really more politics than anything else, given J. C. Adams was a conservative Republican?

B. Heard: He was a hard man to get along with anyway. [Laughter]

Johnson: They were both Republicans, but Mr. Heard, I suppose, would be Progressive, and Mr. John C. Adams the more conservative wing of the party.

B. Heard: That's right. I think he, along with Alonzo Hubbell, were in this delegation that unseated my dad and John Greenway and the Progressive end of the Republican party in 1912.
B. Heard: You have that program of the convention which shows the delegates. They went back to the Republican convention; there were two delegations from Arizona: Father, Greenway, and some others, were one. And then Hubbell and some of the Taft men. When they would get back there they would--

Johnson: --fight over the credentials of who was going to be seated.

B. Heard: That's right, and they were thrown out. Then Father came back, and we went back to the Progressive convention, where Teddy Roosevelt was nominated for president and Hiram Johnson for vice-president. Then he came back and bought the Arizona Republican to have a paper to support Teddy Roosevelt.

W. Heard: That's how he got into the newspaper business.

[end of tape 14, side 1]
Meetings in Japan (1958) and Finland (1968)

Morris: We were going to go on today with how you got involved with the International Conference on Social Welfare.

Winifred Heard: I don't really know, except that we used to have (and it's been long disbanded) state conferences on social work. The California Conference of Social Work—I was involved in that. It probably goes back to the time—it might have been the UN conference. There were a lot of things that would make it seem as though a person involved in those kinds of things should be involved in the national conference. Ruth Kaiser—do you know her? She's down in San Jose.

Morris: No, I don't.

Heard: She was in Comprehensive Health. I don't know what she's doing now, but she was for a long time executive. I think that's when I first knew Ruth Chance, who was at that time with the Rosenberg Foundation.

Then I was made a member of the U.S. committee. At the time of that conference in San Francisco I was the secretary of the U.S. committee. That was just before the Tokyo conference in '58. I was still a member of the U.S. committee, so it must have been sometime along in there.

Morris: I was wondering if a person like yourself, who was active in a voluntary board member capacity, could just apply to join, or whether you had to be invited to join?
Heard: The Conference of Social Work? Oh, no--anyone could join. Bartlett and I have been members of that and of the National Conference of Social Work for a hundred years. We keep up our membership in that, although we haven't gone to a conference since--Bartlett was in Rome, but I went to Finland in '68. That's the year I took my granddaughter to Europe. She was visiting friends in Holland and I hopped off to Finland for the conference.

Morris: How did it work out--an organization that, I gather, included a lot of professional people in social welfare, as well as volunteers?

Heard: In all of these conferences there was a set formula. I'll talk about the ICSW format. If you were a delegate, then you were assigned to a commission, which was really a working session study group. If you went, as Bartlett did, just as a member, you were entitled to go to all of the plenary sessions. While the working groups were busy, they had special sessions for the members, and had interesting speakers. So they weren't just running around loose, but they were not involved in the work of the conference as such. Bartlett, in some ways, probably heard more about what was going on generally than I did, because I was always on the commission.

Morris: These working study groups would be developing some actual positions on which the conference was to take action?

Heard: Based on what the topic was. In 1958--I'll talk about the Tokyo one first, which was the one which we both went to. Many of those people whom you are familiar with, I'm sure--like Don Howard from UCLA, Mel Glasser, and curiously enough, Mrs. Haight, who is also on the TAISSA [Travelers Aid International Social Service of America] board now that I've been on--were also at that conference. That was before the ISS as such was formally organized, I think. That's how long I've known Frannie Haight.

The pattern of these conferences was plenary sessions. The first plenary session was always greetings from the host country, and a report by the president of the International Conference of Social Work, and all of the kind of announcements that needed to be made, and greetings in French and every other kind of language, and banners given and all that hoop-de-do. Then there were always a great many social events. Particularly in Tokyo this seemed to me to be true. Perhaps one of the reasons they impressed us was because they were always so colorful and so beautiful and we went to so many different places.

Then there was a reception, and they had a series of Japanese dances, of which Bartlett has some really nice pictures. You were assigned to your working group to sort of get acquainted and to see
Heard: whom you were involved with. That evening there was a program put on
by the voluntary women's organization, and they did a program on
Japanese costumes for women, and the two types of wedding gowns, the
materials they used, how difficult it was to get the obi tied just
right, and the sash on the outside of the coat just right, and so
forth.

Of course, always around these conferences I had contacts with
the YWCAs in the country and was busy doing some kinds of things
with them. The second day you began on your commission work.
Mel Glasser, I remember, reviewed all of the working papers for the
discussion groups. "It's taken us two years to prepare all of
these," he said, "and we have to digest them in one week."

Morris: That's what I was wondering: did you have assignments beforehand
getting ready for these meetings?

Heard: Yes, and signed up for a commission and you had a working paper.
Then before the international conference there was a meeting of the
conference committee, which met for some days. They went over all
these materials, and added and subtracted and sort of straightened the
whole process out.

Morris: Did you usually sign up for working commissions related to youth?

Heard: It depends. There would be different aspects of the title. The one
in Finland, for instance, was on human rights and social welfare.
I can give you much more data about that, because I wrote very
voluminous notes. I don't know what the title was, but I remember
on the second day Gunnar Myrdal spoke.

Morris: That must have been an experience.

Heard: He was fascinating. My notes say he talked at some length about the
attitudes of communists and Catholics towards birth control. This
was quite an eye opener for some of the people who were there.

Morris: Would a background talk like that then be part of the discussion in
some of the commissions?

Heard: Presumably all of the talks at the plenary session were related to
the theme of the conference and to the working sessions.

Then, I remember at the third plenary session there were
reports from Yugoslavia, India, and Chile. This would be around what
was happening in their country in that respect. Then we had the
U.S. delegation breakfast. We had to do that around five-thirty,
it seemed like. And the reports from the commissions. [Howard] Rusk
Heard: was there, and he spoke on the final day. That was quite an outstanding thing.

One of the really exciting events in Tokyo was a reception in the Imperial Palace. Every Japanese who had anything to do with the conference was there—there were just so many. I think for most of them it was the first time they'd been allowed in the Imperial Palace.

Morris: That isn't generally part of ceremonial activities?

Heard: Apparently not. There was a marvelous production of court music and court dances. I noted down that the costumes they wore were fantastically beautiful, but the ones that the warriors had were most interesting. You wondered how in the world they could be warriors in those.

Morris: Well, these would be their court costumes, wouldn't they? Those are usually much more elaborate.

Heard: The swords and all that sort of business.

Morris: Would the Emperor have appeared at something like this?

Heard: Well, he didn't at that time, although there were some members of the royal family. One of the princesses was at the opening reception. You knew they were there. And we visited the Supreme Court.

They really try to expose you to the major institutions of the country, as well as some of its—we didn't go to any geisha girl parties, but other than that I think we saw a good deal.

Morris: Is part of the purpose of an international conference like this to familiarize people with the host country?

Heard: Yes and no. The conferences are working groups. In the evenings—I don't recall we ever had a plenary session in the evenings. We always had a visit to something or a social event. One evening, I remember, we had a dinner party out in one of the suburbs, and all this food was cooked out of doors on braziers. And then there was a program of dances; they were strong on dance programs and entertaining type of things. We didn't have any speeches ever, that I can recall, in the evenings.

Then the final session was to give approval to the reports of the commissions, and each one of the commission leaders spoke. We had to sum up all of the things we had done in those three or four days in a five hundred word document. I must have had some charge,
Heard: because I said, "I doubt my ability to reduce this to five hundred words."

But that's generally what happens in one of those sessions. I have fuller notes on the one in Finland. After the conference, and this was in December, we traveled in Japan. That was as interesting a part of our whole visit as anything that we did.

Two friends of mine, former staff members of the national board of the YWCA, were teaching at the Christian college in Tokyo. We went to their apartment one day for lunch, and other guests there were Mr. Yuasa, who was president of the Japanese Christian University, and his wife, and the vice-president and his wife, and these two friends, Helen Walker and Marie Russ.

We had a wonderful conversation about the war and the effects of the war on Japan. One of the things that they said was that [reads from notes], "On the 25th of May, 1945, nine hundred B47 planes came over Tokyo and Yokohama, and they did more damage than the bombs on Hiroshima and Nagasaki combined."

Morris: That's startling.

Heard: The destruction. You see, the Japanese houses are very flimsy construction, and fire and bombing did enormous damage. I remember that Dr. Yuasa said that all the students in the university showed signs of the effects of the war, even in 1951 when we were there. We did visit the university, and really did have great opportunities to have other contacts which added to and enriched the experience we'd had in the ICSW.

By this time, we had been around to so many things, and traveled so much, that we knew an awful lot of people from other countries.

Morris: You and Bartlett?

Heard: Yes. That made it interesting. And then I did go to the International Social Service--what they called the ISS then had its own conference. There were exhibits, too, from all these countries, and that took you a full day to go just around the conference building where these were assembled. You could talk to people and collect literature from all of them; you really had an orientation in the social welfare aspect. It would always, of course, have been some social welfare aspect the conference was built around. So that was fun.

I noticed we arrived in Tokyo on Thanksgiving Day, and I said in my diary, "This is the first Thanksgiving in our whole lives that either of us had been not with family."
Morris: You point out the social welfare aspect. In Asia, for instance, in the conference in Tokyo, did you observe that there are some particular Japanese approaches to social welfare, or some special concerns about social welfare?

Heard: I think the thing that was most disturbing was the traditional deference to seniors. In our discussion group, for example, there were two or three younger Japanese who had graduated from American colleges, but they didn't dare to express an opinion until their superior had spoken. So you felt that it was around the edges, in many instances, that you had a chance to talk to some of the younger people who were hoping to make changes.

It was a very traditional approach at that time in Japan. I know that it has modified since, but one of the sad things about the light opera which has just been here (which I saw in New York), Pacific Overtures, which is based on the opening of Japan by Admiral Perry—the first act is so beautiful, and the costumes, and the traditions (which were binding, to be sure)—but the second act almost made us ashamed to have been Americans, because the Japanese youth began to wear Western clothes; do rock and roll dances. They had hippie costumes, and were just negating, repudiating any of the kind of restrictions that they'd had before.

In Japan now, even when we were there, you saw a great deal of Western dress. On the women, even. And, of course, more women were working. Yet the traditional needs are there, which I always find it easier to discover in the YWCA than from any other source. They were running resident clubs, vocational training, health education, child care—all of the things that were typical of that postwar period when people had the same kinds of needs that made social welfare organizations start up in this country.

Morris: Did you feel, maybe, that some of the Japanese young people were going too far too fast?

Heard: You certainly felt that, if the Pacific Overtures is a typical representation—which I doubt, because I don't think that that many young people were that liberated; certainly the ones that we saw in the university weren't. They were eager students, but they were not hippies or anything that would remotely resemble that kind of an emancipation. They were eager to get an education and to rebuild the country, appreciative of where Japan was after the war and the great effort it was going to take to reconstruct the damage that had been done—rebuild the country.
Heard: Trade, of course, was important. They didn't have too much foreign trade at that time. They were talking about kinds of things they could do, which, of course, they've done so well. I think by this time Japan is the strongest nation in Asia.

Morris: How about voluntary agencies in Japan?

Heard: I don't know how many there were, because mostly, as far as the conference was concerned, we only saw what aspects were presented. I learned more from the YWCA than from any other source. It was too soon after the war--from '45 to '51, you know.

Morris: Is not very long at all. Had there been a YWCA in Japan?

Heard: Oh, yes, it's an old, old YWCA.

Morris: What happened to it during World War II? If the Y goes back to the thirties--

Heard: I don't know how old the Japanese YWCA was. But I know that the old China hands, who were on the YWCA staff in China, always used to say that they could never retire in China because there was so much that pressed on you to do. But that you could retire in Japan, because there was enough freedom from the pressing needs that China still had to let you feel that you didn't have to give every working minute of your day trying to do something about it. I may be misleading in that respect, because certainly there was great destruction. Much of it, though, by the time that we were there, had been repaired.

After the conference we stayed in Japan for twelve days. That's when we went to the university and saw some of our other contacts. We traveled quite a lot in Japan. We went up to the pearl islands and we saw the women divers; the cultured pearl was only developed later. Minamoto Island—you'd see the girls working, sorting the pearls by size. They had women divers who could start when they were thirteen, and the maximum age limit was thirty-five, probably. They could dive, hold their breath for a given period of time, and they would go down and gather up the oysters from the pearl beds and bring them up.

Then we were at another pearl collecting place later on, and they had great rafts. They had buckets planted down beneath these, and they would be able to bring the rafts in and get them, so that the diving girls were being supplanted by other processes. But that was a feature of Japan. These women were extremely talented and trained; imagine being able to hold your breath.

Morris: Did you have any other observations about women in different kinds of work in Japan?
Heard: I really quite honestly didn't make note of as much of the details as I should have. But meeting people where we went, there's such a great love of beauty and of form, and the temples, and that famous garden with the stones where the monks go to meditate. There's just repose in many of the things that they had.

We had Japanese baths—mermaid pool and all that kind of business, which is typical of Japan. We didn't stay in many Japanese inns, but we stayed at the inn up in Hakoni National Park, which was an extremely interesting place; we saw Fujiyama—all things that enriched our appreciation.

One of the things that's so really characteristic of the Japanese is their arrangements for travel. Anything that we had to do with the Japanese tourist bureau was done instantly on time: trains were met; when we were going up into the outer reaches of the country there would be an interpreter; if we had to change trains they were there to meet us and get us on the right train. All this sort of thing was just meticulously done.

Morris: Is this a government tourist service?

Heard: Yes. And the hotel we stayed in in Tokyo was the Imperial Palace, which was built by Frank Lloyd Wright, who was a great friend of Bartlett's uncle. It survived the earthquake, and they've since added on to it; there's a new wing in which we lived. It was just beautifully run—the food was good, the service was good.

One thing about Japan: I don't remember how we got in contact with this man, but he phoned from downstairs and insisted on coming to our room. Our beds hadn't been made yet, we'd just been getting up, and we thought this was rather strange. He brought us a present, although we didn't know him at all or the company that he represented, and I really can't remember why he was assigned to do this for us. Well, then, of course, we had to go and get a present to give back to him.

We had a wonderful time shopping in one of the old oriental places in Japan. That stork picture that hangs in the other room and the painting that's over my bed in my room we got at that shop. That was a delightful experience because he showed us some of the old antique things that he had that were not down on the first floor, which is where the tourists came in to buy things. We had a lot of experiences like that that were fun.

[end tape 15, side 1; begin tape 15, side 2]
Morris: How does Japan manage repose, being a country that's very small and very crowded?

Heard: Well, their gardens are enclosed usually, and you can go there for privacy. Then there are the temples. Always, every time you went to one of these historic places, there was a bunch of school children. They would gather around you, and want to have their picture taken with you. Japanese are great photographers; you know that from the great influx that you see in San Francisco. They are great recorders of everything they see and do.

Human Rights of Children

Heard: My notes are more comprehensive on the conference in Finland in 1968. Because, for one thing, I'd been in Finland in 1955 when I was head of the YWCA team that went there after the world conference in England. I told you about my little girls that I met, that I still hear from. Those are friendships that I have treasured. Well, the theme in Finland was "Human Rights and Social Service," the media by which goals of human rights are implemented; so there was great emphasis on all the kinds of agencies that are involved in social service.

First, about the Bill of Human Rights itself: it's hard to believe that in this world the first international document on human rights was the declaration of the human rights of children in 1923. The reason why this was permitted wide adoption was because it was brief and few countries had child protection laws, so the statement was the instigator and the spark which lit adoption laws in many parts of the world.

Then in 1948 the charter was revised in Stockholm. In the 1923 version there were only five rights that were stressed. There was the right to training, and earning money, and protection. The one that was adopted latest, in 1959 by the United Nations, has thirteen statements in it. "The child welfare policy is only now being attacked and planned for the prevention of social ills, instead of just humanitarian charity," I wrote.

The reason that it takes such a long time to implement is that the problems in different countries depend on the state of its culture and its industrialization. Primitive societies are much closer to the needs of the child; if you grew up in a tribe there was really no sense of not belonging. The more industrialized a nation becomes, and in its early years the using of child labor, the
more difficult it is to get these human rights implemented. "The industrial nations require many and differential services." That's why we have so much misuse of children.

One of the things that somebody said--I think it was Ina Harmon who made this speech: "The status of the child within the society and the family can be universally applied, but other aspects of the charter depend on economic factors. There's a great need for simple textbooks in the native languages in the developing societies."

For UNESCO in 1967, about 52 percent of the requests for help were in the health field. When we were in Taiwan there was a tremendous, great refugee problem at the time. We visited one refugee camp where there was a big cauldron about as round as a card table, just full of soup that they fed to refugee children once a day. When I was in China so many of the students had TB, and the British were giving vitamin pills—relief by vitamin pills. There's an awful lot of health problems around the world.

Dr. Stein, who's the president of the International Schools of Social Work and a consultant to UNICEF, gave a very, very interesting speech. And here was a book which we were able to get at the conference called Planning for the Needs of Children, which everyone in the discussion groups was supposed to have read. According to the notes I took, "Most of the world's children have still to benefit from the provisions outlined. Probably only one fourth of the world's children are really well taken care of; three fourths do not have protection. This is not wholly due to the lack of resources, but because the psychological premises incorporated in the declaration could not have appeared in any previous century.

"The history of the way in which children have been regarded over the ages"—and this I found very, very fascinating—"shows that children were never assumed to have any rights of their own. The conception of the child as a separate human being with rights to growth is a recent and still rare concept."

Seems wild, doesn't it?

Morris: Did you discuss at all how this change came about—-at what point?

Heard: It just moved gradually as society matured. "There are few studies on the laws affecting children, or services for disadvantaged children, or who in the society is guarding the interests of children. Education, or priority of attention in time of disaster—none of those things were developed. In every complex society differing views are held, whether it's rural or economic class, or because of religious attitudes."
Heard: And religious attitudes control so much. For instance, Professor Stein gave categories of the conception of what a child is. One is that he's a miniature adult; two is that he's an economic unit. Well, we ran into this even a few years ago. It still obtains; that's why it's so hard to get birth control in some of the countries, because the infant mortality rate is so high that they have to have about six children before they feel that one or two will survive.

Morris: Didn't that idea also obtain in the United States when it was primarily a farm community?

Heard: Agriculture. Sure, it was an asset; you could become independent with a few acres.

Morris: And a few children.

Heard: Yes, and the more industrialized you became, the more you needed a different kind of labor.

The third category was that children are primarily a future public servant of the state, or an agent of family continuity. That's why in so many countries sons are so highly regarded, and still are the ones who get the training. Anything that's left over might go to the girls.

Or as set forth in the U. N. charter: "Throughout history," they said, "most children have been wanted and loved, but some were regarded in societies as puppies until they could perform a useful function." That's why they had the children dress--all the early paintings of children are in miniature adult costumes. Do you remember?

Morris: That's true, yes.

Heard: Particularly in England, it seems to me--most of that English art. "The first major sign of human affection for the child who died was appearance of pictures on the gravestones in the middle of the sixteenth century. Portraits of children by themselves did not appear until the seventeenth century." This is amazing, isn't it? "No awareness in medieval documents of the child as such. One moved from childhood to adulthood--there was no adolescent or youth period." That's very true. If you think about it, you know this.

Morris: That has to do also, doesn't it, with the general shortness of lifespan and the conditions of the time?
Heard: I think it has more to do with their ability to do useful work. Well, think of the child brides, thirteen and fourteen years of age: they can begin to bear children; boys can work on the field. They can do all kinds of things—and this would be particularly true in a rural society.

On this idea of the child as a miniature adult, there's considerable importance to the child as a future adult. They dress like adults from the age of three or four; there were no children's games. This seems strange—no games as such for children.

Morris: That's interesting. I thought that some of the studies of American Indians had found games and toys for children.

Heard: That's much later. "Boys clothing began to change only in the seventeenth century. Adulthood was determined by the age of marriage permitted and by their earning ability."

Morris: Yes, very much the economic.

Heard: I remember when we were in India—we have a picture of a little group of women with a child; she was thirteen and she was going to her wedding. It just made you sick. Childhood was really just a necessary period in preparation for adulthood. "They were trained to be a proper adult. No unanticipated patterns were allowed to develop." I think that's a marvelous statement.

The idea that children were an economic asset held on longest—"The concept in agrarian societies and also child labor in industrial societies." I've seen a factory in China where they used little children because the spinning wheels, or mills, or whatever they used, required little fingers to handle it. So little, tiny children would be in this mill.

"In agrarian societies girls six to twelve were apprenticed to other women. The boys could hunt and raise crops." Then in the colonial period in the United States, childhood was defined as "a period preceding his ability to work. It was good for the child to work, especially if they were poor. This protected him from idleness, from sin—was not considered wrong, but morally right." This is the United States we're talking about.

"The first federal law in the United States for children under sixteen was—when do you guess?

Morris: It sounds like it wasn't much before 1920.
It was 1938! Now in the middle income group parents even pay to have children go to summer camps, and do things that they used to do as work.

Basically it's an economic phenomenon. The child can be loved in these conditions, but it is understood that he is in many places a servant of the state. In Plato's Republic they brought up children to be able to insure their loyalty. Aristotle felt that loyalty to the family came first over everything. In the Greek and Roman period fathers could kill, imprison, or sell their children. Well, they put girls out—they drowned them; if it was a girl it was goodbye for her.

"Family continuity"—I mentioned all of that. The U.N. concept is love and understanding; a minimum age for work; child as centrality; an individual and an agent of social change. "But for purposes of society the child is still trained to be a useful and dynamic part of society, but who must adopt the fundamental philosophy of that society." Now there's a stress on the right of the child to develop in his own way. But certainly we've gone the other side of the circle in this country in that hippie period, when they didn't want to do anything that anybody else did.

"The capacity of developing childhood for innovation, development of curiosity and so forth, are necessary to rapid economic development. That they have a right to ask questions is insured; exposure to games and recreation to be broad. There must be a willingness to experiment and dare." As I said, I noticed in Japan that you still were caught in the pattern of deferring to the ideas and the philosophy that your seniors were approving.

That's an interesting phrase in there: "necessary to rapid economic development—"

You need to experiment.

So there's still a kind of a social imperative behind this much more open attitude towards children.

That's right. "These recommendations," we went on to point out, "are only just being recognized. But we must also keep other needs in our mind; the child is not just an instrument of society."

Then we had reports from all parts of the world: "The African Child," "The Extended Family." We know all that. And what UNICEF is trying to do in some parts of the world.

This is a terribly interesting thing to me—there's a lack everywhere: "One of the big problems is absorbing a child into society and jobs who has not completed his education, especially
Heard: in rural areas." UNICEF has some of those problems. "There's a lack of coordination of various agencies. Children should have a separate child welfare department and not be put into the adult court. Three fourths of the world's children under fifteen live in countries with $500 or less annual income; many countries with less than $100."

But the thing I started to speak about: "In Asian countries many different cultures with their own religions and mores and traditions, the common denominator—they don't have any identity; they should be seen but not heard. They're part of a kinship group, but never have their own say. They're part of a unit—never independent. True, they're cared for and protected, but they're expected to contribute their share to the family coffer and to take care of the aged and the young. Children are a built-in social security measure to take care of the old. Sons are very important to carry on the family tradition." I've said all that.

Towards Public Policy: Living Income and Alternatives to Courts

Heard: One of the things that was true in Scotland and in England—this was based on the English Poor Law—was the right to a living income. The whole trend in this conference was towards the rights of people for maintenance income. The United States said that we're moving towards a social welfare system whether we like it or not.

Another thing that was true in some countries, and we're just beginning on this in the United States, as far as I know—Judge Lindsay in Denver was the pioneer in it—is that children should not be sent to the court process, even if it is a juvenile court. In Scotland and England and some other countries more enlightened than ours, they are never sent to a court system; they're sent to a social service system. Then they get training and counseling.

One of the projects that we've started now in Oakland, being sponsored by the National Social Welfare Assembly and the probation departments in communities across the country, is what is called a status offender program. I think I've talked about that. That's an effort to get kids free from the court business, so that they never have a criminal record or anything, and to see that they have counseling in trying to help them get their heads on straight.

In institutions—I remember this person who talked about an Asian child. A lot of children are in institutions—not foster homes, but institutions. You see the refugee children in Germany
Heard: and in Korea; every place American soldiers have been there are these little hostages to fortune, and many of them are of mixed birth.

Anyway, in this speech the institutionalized child said to the social worker, "I'd like to have you for my mother." The social worker asked why—"You have your own mother." And the child said, "But I want a mother I can see."

Morris: Isn't that sad.

Heard: I've been in so many of those children's institutions—in Germany.

Morris: The children, even if they know who their parents are, are separated from them?

Heard: Well, their original mothers can't keep them. This was especially true in Korea after the war. In Germany their parents maybe were killed. The children were just institutionalized. In that Madera project in Greece which is so fabulous, they have one nurse for every six children. Part of their job is to cuddle these children and fondle them, and really give them a sense of being touched and loved—not just to be handed a cup of milk or something. So there's a great need for that.

In the American delegation we had a young Indian student, a woman who was on welfare, and a black woman. I'll never forget this session—they stood up in front of this great, huge audience and complained about the way young people of their type are treated in America. This Appalachian worker said they're sick of having decisions made for them; the young Negro housewife, who was on welfare, said that the inadequacies of aid were such that you couldn't really develop the whole person; the young Navajo Indian talked about how badly we had treated our first Americans. They set up a special meeting of the young people in that conference to talk on: "discussion of current issues in human rights, black power, welfare rights, and so forth."

Morris: You mentioned two things here: about the right to a living income, and the ideas about no court for youth offenders.

Heard: Now, this might not necessarily be offenders; they might just be runaway children. But the way we handle them now is that they enter the court—they get caught up by the police and referred to the juvenile court. And we don't have enough housing for these people in the Bay Area. I don't know how this status offender program is going to work out, because there are only six of them in the United States. Oakland was chosen as one.
Morris: Well, that kind of idea and the right to a living income—both have become matters of public policy, governmental discussion. How does this kind of citizen and professional concept get transferred into governmental policy?

Heard: That's why this conference said that social service agencies are the facility by which these ideas become implemented into law or into acceptance in the country. The speed at which they are accepted depends pretty much upon the economic status, because unions keep saying: Money is power, and therefore we want money. All people say this—it isn't just the drive of unions.

Morris: I was wondering if, after one of these international conferences, the delegates have some kind of assignment to go back and talk to their congressman?

Heard: I think that's implied, implicit, in the job of the country's delegation. Of course, now, a great many of these broad-based policies work through the United Nations. Just this last year there was a conference on women in Mexico. I think I gave you that paper which has what's happening in various parts of the world just as a result of that one conference. And the NGOs in the United Nations do a great deal of talking and promoting. Everybody has a contribution to make, but I think if we didn't have a United Nations we'd have to invent one. It's necessary in this day and age.

Morris: Even though there does seem to be quite a lot of resistance to it?

Heard: Sure, because they're pressing for ideas that people don't want to accept. We find it in any social work agency in any community, though. Traveler's Aid—I'm sure people would rather not hear about those kinds of problems. They want to sweep them under the rug, and just pretend that everything is lovely: "Why, there's no problem like that. We don't have any prisoners that are tortured in this country." We know that's not true; there's just been a study made of prisons in this country.

And look what's happening in the mental hospitals—you'd be ashamed to be in a world conference and have somebody bring up that report on what's happened to the mental hospitals in California, wouldn't you? People don't want to hear about these things, and therefore it takes a long time to get them adopted. As I said, the first federal law was in 1938. That's only yesterday.

Morris: Sometimes do legislators or governors or people in politics come to these conferences either as delegates or as observers?
Heard: Well, John Veneman came in San Francisco. In Tokyo and in Rome—and the same would be true at every conference—you have a briefing by the American embassy for the American delegation. The embassy usually gives a cocktail party or something. When we were in Rome we saw friends of ours, the Regallas—he was then ambassador to Italy—who we had known for a long time.

[end tape 15, side 2; begin tape 16, side 1]

Heard: We still have in this country a National Conference of Social Work. I haven't gone to one for years. What killed the California Conference of Social Work was the fact that it has become more important to the social agencies to have their own little meeting at the time of the statewide conference, and so they don't necessarily feel that they can afford to go to the national. Or if they go to the national, which is what happened here, then they don't support the state. It really failed from lack of support of the contributing agencies.

The National Conference of Social Work is a really big thing and I would enjoy going sometimes, but I just can't do everything. It would be at a national conference of social work that you would tie in on these recommendations that come out of the international; there's usually a representation of the international conference at the national conference. So there's an effort being made.

And then I think the NGOs is probably as effective a body as any, because it is made up of people from all over the world who are in this social welfare field—education and welfare. They're world organizations.

Morris: So in that sense it's a source of moral support to keep an agency going in a field where it's going to meet a lot of resistance.

Heard: That's right.

Morris: One question on this: You've moved to very different parts of the world. In Finland, for example, would the delegates tend to be predominantly from Northern Europe, and in Japan would you get a heavy concentration of people from Asia?

Heard: I don't think so; I think it was pretty representative. For example, in Finland I noted that thirty-five national councils of social work prepared papers. Then the job, you see, of the international committee for the conference—in that week they have before the council meeting as such, they go over these and pick out salient points for discussion. There's wide participation in the world conference meetings. I would think that that's still true, although I haven't followed them since '61. But I catch up on them through other contacts.
Rosalind Harris, who was president of the NGOs and is on the TAISSA board, and Mildred Persinger, who was chairman of that women's conference—people like that I see all the time, so I don't feel too out of touch with what's going on. But the world moves.

Are they coming and asking you for advice or support or reporting?

You mean individually? No, only as I do it through other agencies. No, I think that's the job of the people who are currently on the U.S. committee. That's where Mrs. Harris and other people come in. And through the NGOs.

These were women who came along in the next generation as leaders of voluntary organizations.

Well, Frannie Haight was in Tokyo. I know a lot of people who are still around: Mel Glasser is, Don Howard is still active, as far as I know.

It sounds as if a personal camaraderie develops between people like these.

Oh, that's true. I don't go anywhere but what I know somebody. You have contacts which bring you in touch with these people from time to time. Of course, they're not getting any younger either. And it's important that there be a rotation and that you expose new people to these problems.

Are there any particular characteristics that are different in the new people coming along from the people that you worked with in earlier years?

I think that the main thing, even counting the United States in this, is a greater freedom to work and express their ideas. The thing that is happening to women and children around the world is a liberating of them: the fact that they can now have property in their own name; that they can protect their rights; that they can have children stay with them, they don't necessarily have to go with the husband. There are all kinds of things—child labor laws, and all that sort of business. There's a greater freedom to implement some of these ideas, and not be tossed into prison if you utter one.

I was just thinking when you said that, that when I was in Portugal, a woman I know there very well, who happened to be president of the TWCA (which is not a very strong organization in Portugal), came to the hotel where I was staying. She was looking furtive all the time, for fear that anything she said would be
Heard: overheard. Well, that was true. Now I see that Portugal is just beginning to open up again and is welcoming tourists. I just love that country. I think it's the most photogenic country I've ever been in.

Morris: Your letter from Portugal is lovely.

Heard: I really liked that country.

Rome Conference, 1961

Morris: How about the international social work conference in Rome?

Heard: It was in '61. Let my find my diary from 1961.

Morris: Do you carry the same notebook through the year so it will have all your activities in it?

Heard: I've got two or three of these. They fit into my purse, or my "delegate's bag."

I just do a diary by the day. "Trusty little clock rang on schedule." [Laughs] Here we are: I had a new hairdo. One of my friends was there—Thelma Shaw. The Ralph Blanchards—what is he? Something to do with the School for Social Work.

We met out at the conference center, which was a big hall. [Reads from diary throughout the following passages.] "Attended the U.S. delegation meeting. We had a member orientation by Mr. Horsey." What a name. He was on the embassy staff. He was also in Japan, so we knew him. We had a meeting of the study group personnel with Colonel Jane Readen, a Salvation Army staff member. We were staying at the Hassler Hotel in Rome. Very swank. A friend of mine from England was there, Janet Kidd.

The conference had 2,400 people there from fifty-one countries. We had four hundred people in the United States delegation, Italy had five hundred, Germany had ninety-one. "Quite a contrast to Tokyo, and less exciting in many ways, because it's so hard to find anyone. We don't stand out among Europeans as we did in Asia.

"The opening session was a paper by the president. It was very good. I had lunch with Dr. Runkel" (Oh, she's fabulous. I knew her in Germany) "and a Mr. Lawson at the Ritz. Study group quite chaotic. Too little discussion group techniques, and three languages all talking at once. Hope it will improve when each country makes its presentation of its own policies and problems."
Heard: "Re untrained women workers." That must have been a study group on training for women. "There was a plenary session. Very good paper by De Jough, worth coming for. We sat in the front row and enjoyed leg room. Lunch at the" (oh, this was marvelous) "Escargot Restaurant with Janet Kidd. Country inn, very wonderful food. Open fire, but not much to look at afterwards. Bartlett gave me an 'A' for achievement on this, as it took a conference of taxi drivers to find where the place was." It was a funny little restaurant some friend in Italy had told me about, and everybody in the conference started going there.

"Discussion went better. I spoke on the U.S. after the delegate from Great Britain, which has many similarities. Good many questions, and Miss Funk and Helen Martin indicated it was a good presentation."

We could go on the Metro there. So we went to the Museum of Modern Art: "A mob scene.

"Plenary session with Nathan Cohen giving a fine paper. Begum Aly Khan did a good job, but too long, on volunteers."

Morris: I can't believe that I hear you say that.

Heard: She spoke too long on volunteers. "Could trace her source materials." She'd been in this country studying.

Morris: You knew where she got her materials?

Heard: Yes. "But she had a nice sense of humor and did a necessary job. It is good to have the distinction between social welfare services and the professionalized social work." This is interesting; there are a lot of professional workers—they talk that jargon. "Citizens are the ultimate and necessary court of people." I think that's a great sentence.

Morris: Is that you or is that from the Begum?

Heard: No, this is what I'm saying.

"Discussion very chaotic. Italians disagreed among themselves. Raining when we went to the USIS [United States Information Service] party Mr. Brown and Mr. Werner gave. Big crowd, but much friendlier, with a sense of hosting. Back to the hotel with Margaret Hickey in her car." We went to the opera.

"Went to a YWCA party that night. Met the president of the National Council of Women of Italy, who was in my study group, and she agreed that it wasn't so hot." Then we went to a plenary where an Indian woman, recipient of the Rene Sand Award, spoke.
Heard: Then Bartlett and I went to a tour of three agencies: a center for crippled children, which was out past the Olympic Village; a slum tour, where there was an adult education and illiteracy center—"The director of the social work there spent two years in Africa as a prisoner of war." Then we went to a vocational training school for boys and girls—"Model training, art, etc., like an art charm school in the United States. We talked with the Blanchards and Thelma Shaw.

"Big day. Went to St. Peter's at eleven o'clock. The audience was at 12:15; quite impressive. We visited the cathedral and saw La Pieta. Not many people. It was nice to see everything." We had a private showing for our conference.

Morris: Was that an audience with the Pope?

Heard: Yes. Jane Readen, who's with the Salvation Army, had Catholic relatives, and she had bought three rosaries that she wanted the Pope to bless. She said she could not go herself, but she would trust me to take these rosaries. So here am I, a Protestant, taking a Salvation Army woman's three rosaries to be blessed by the Catholic Pope. Well, he comes in on a kind of a chair, the kind of thing they use in China to carry people in—and he's carried by several men down the aisle in the Vatican. Well, he comes in and he just waves his hand as he goes by and this is what blesses your rosary. So I took those back to her and she was greatly pleased that I'd done that for her.

There was a delegation from Spain, and these women had hat-pins. They would actually use those hatpins to get themselves to the front of the row. Well, our delegation was a little more restrained and polite than that.

"Lester Grainger talked in the evening session." He was voted in as president. We had a big dinner party with some American friends that night. I guess that was just about the end of it.

Then we had a cocktail party at the Marquesa de Arriga's, who was one of the Orsini family. Their home was one of the most elegant homes in Rome. She was born in England; she belongs to the Cutting family of Boston. "Very beautiful. Elegant repast. The chance to see some of house's decayed elegance. The castle part of it was from the 13th and 14th centuries. Was decorated by the owner in 1800. Beautiful wall tapestries and paintings. Bedroom had an Emerson TV in it." [Laughs]

Then we went to a party with Margaret Hickey and Thelma Shaw.
Morris: Did Mrs. Hickey come as an observer for the *Ladies Home Journal*?

Heard: No, she was a part of the American delegation.

Morris: What was her particular background or interest?

Heard: Margaret: Oh, I've known her in so many ways. She was on the National Social Welfare Assembly when I was; she and I put on a conference out here once. I don't know--I've just known her. She's been mostly at conferences that I've been to.

Morris: Was she then able to report on the conferences?

Heard: I don't recall that she ever reported in the *Journal* about them.

Morris: Why not?

Heard: I don't know. I don't know that the *Ladies Home Journal* is interested in that. She's head of the public affairs for the *Journal*, which might be just limited to America. I take the *Ladies Home Journal* largely because of Margaret Hickey. I've never seen anything on public affairs in it by her.

Morris: So her job was public affairs for the *Ladies Home Journal* rather than writing on public affairs?

Heard: I would think so, yes.

Morris: That's an interesting distinction. Did you ever talk to her about--?

Heard: Well, we were on the Social Welfare Assembly at the same time, so we were talking about mutual issues there, and then we did a conference together out here for the Assembly at one time. I can't remember what year that was.

Morris: What's the Social Welfare Assembly?

Heard: What is it called now? It's gone through many stages. I don't remember when I went on it or when I was first vice-president; for five years I was vice-president and chairman of the program committee. The Assembly was made up, and it still is, of members of national agencies in this country who are interested in social issues.

Morris: Is it now the National Assembly for Social Policy and Development?

Heard: I guess that's it, unless it's changed its name again.
Morris: It's a coordinating kind of a thing.

Heard: It's coordinating; membership is by national agency.

Morris: People who belong to it are national board members of a specific agency?

Heard: Yes, or staff. Let's see, now what else did we do while we were in Rome? We spent some time with two friends who were living there; this was early in January that we were there. Then we did sightseeing after that. I visited Dr. Vince, who is the president of the national sports league. In Italy they don't have recreation departments (this was in my interest in recreation), but they have clubs, and you have to belong to a club to play in anything. They don't have public sports.

"They have two million members. Supported by the sale of tickets to members, and by weekly lotteries, which net them two million dollars annually. He thinks the Italian system of committee in each industry versus club to handle the funds keeps away from the paternal pattern in individual sports that we have in the United States." I don't quite understand this.

Anyway, they have clubs, and you have to belong to a club; that's the way they fund sports.

Morris: Is it just a general sporting club?

Heard: Yes, they have them for different sports.

The ISS conference was still going: "Interesting cases presented." Oh, I went to the ISS conference, which was after the ICSW.

Morris: Was that also in Rome?

Heard: That was in Rome. I met a friend of mine who had been here and had spoken for the World Affairs Council. Mrs. Mag used to be assistant to the dean at Mills College. We've been to their house a couple of times in Rome. We had dinner with Mr. and Mrs. Beyn. He is the president of the American Affiliated Colleges, with programs in Italy, and he had spoken to the World Affairs Council here. Then Miss Tamaro from the Tokyo office of the YWCA invited me there for the day, and I had a big discussion with YWCA people about how long people should live in the hospitals, and things like that.

We went to the airport: "It was disorganized, because they had a strike, so we had to walk out to the plane without much
Heard: assurance we were right, but a nice steward talked about the
strike and the fact that they had brought a French pilot down
from Paris to fly this plane to Teheran. And then we were in
Athens one hour later and on time." Oh, Athens—we have so many
friends there.

Embassy Briefings and Diplomatic Issues

Heard: That's about all I've written down about Rome. But it's a pattern
of plenary sessions with speeches, receptions by the host country,
briefings by the American embassy. MacArthur was the person who
briefed us in Rome.

Morris: Which MacArthur?

Heard: He's some relation to the general, a nephew I think. Then the
work sessions with commissions or discussion groups.

Morris: Are the embassy briefings in any sense on protocol, on how
Americans are looked at in a country?

Heard: Yes, they interpret the position of the American government in
that country, what our major concerns are, what we're trying
to do—mostly just to keep us from making any major mistakes.
So, when we get into a discussion group we can't negatively,
or incorrectly, or inappropriately quote the position of the
United States government in a country.

Morris: Did you find those helpful in terms of the dos and don'ts in the
host country?

Heard: Yes, they're interesting, and it's good to meet the American
personnel; but I don't remember any issue that came up in any of
the conferences that I've ever been to where you were challenged
on the American position, or found it necessary to stand up for or
interpret in any very critical way. Because their political
posture is really quite different from the social welfare policies
in many countries.

Morris: That was, I guess, what I was driving at.

Heard: We were quite free to talk about what we, as people involved in
the social welfare programs, knew was happening, and what the gaps
were, and what was needed. Most everywhere in the world the needs
are the same, but the degree is so different that it's almost
a difference in kind. Where there's starvation, poverty, child
Heard: labor, disposal of unwanted children, and all those kinds of things, it doesn't sound much like the developed countries of the world.

Morris: You say that the social welfare posture and the political posture are often very different.

Heard: Well, just listen to the United Nations.

Morris: Did you ever feel that the social welfare posture might be helpful in alleviating some of the political differences of opinion, and would you suggest this in any of these embassy briefings?

Heard: No, I don't think that was what we were there for; I think we were just there to listen to what they had to say. It was usually quite formal, and the main value was that we identified the embassy personnel and the state of relations, country to country. Some countries we don't have embassies in, we have consulates. It's important to know the embassy people if you ever get into any difficulty, and what they offer, and what they can and can't do.

I'm quite sure that the embassy people in Mexico must warn individuals about the problem of drugs—being caught with, or being without any but indicted for supposedly having some. I should think that would be something that you'd just have to really impress on Americans, but I don't know that the average tourist has the opportunity to hear some of these kinds of things. I don't suppose they do in Mexico.

I must ask Allston Haynes about that. One of Brad's long-time and best friends is head of Economic Development in the embassy in Mexico. He was here and came to see me this summer. We were talking about this drug situation, and lack of any possibility of those kids getting out of prison unless they can pay for it through the nose. I was just reading in the paper the other day about one who had finally gotten out after a year and a half, and it cost the family $10,000—bribe money. But they never have trials. I don't know—it's a system utterly different.

Morris: That's a knotty problem that overlaps economic situations and social welfare. Do these international conferences deal with this kind of problem at all?

Heard: No, I don't think so. I think national conferences do. For instance, I told you we had César Chávez at the YWCA conference two years ago in San Diego, and an Indian was also there and
Heard: spoke. But that would not be true of our National Conference of Social Work, I don't think, very often. They try to stay away from things that are a little too hot to handle, and to approach them obliquely.

Morris: Now, that's interesting. Why?

Heard: Well, because there's too much difference of opinion still about what to do. Just take the question of abortion in this country— that's one example. I don't know that the National Conference of Social Welfare has ever concerned itself with taking a position on that, because there are plenty of other agencies that are working on it. I think it depends, probably—you see, a committee is already, the minute a conference is over, beginning to work on the next one, which comes in two years. I think a certain development of concern grows from one to the other, but it has to be awfully broad-based, because the world is so uneven in its cultures, customs, ideas, abilities, resources—you name it.

Gertrude Wilson's Theory on Circular Administration

Morris: Does one conference come to some kind of conclusion that makes it obvious what the next conference topic should be?

Heard: I'm not sure, because I don't remember the topics that well. They're always related to social services, of course, because that's what it is. We do have resolutions and recommendations coming out of them, which delegations take home. I guess just in the years of accumulating so much stuff I never kept all of that, but I feel pretty sure it must be in the library of the School of Social Work, because although I never saw Gertrude Wilson at any of the world conferences, she was certainly versed in what they did. So there must be a library with some of this stuff in it.

Morris: Is she still in the Bay Area?

Heard: No, she and Gladys Ryland, who was on the YWCA staff, retired and live up at Pioneer. They used to come down periodically, but it's been several years now since I've seen Gertrude.*

*In July, 1977, Wilson and Ryland visited the Heards at Lake Tahoe, discussing their involvement in Pioneer activities and work with their large personal social welfare library.
Morris: I think you gave a couple of speeches about her.

Heard: I gave the speech at the graduation of the School of Social Work one time, when she was still on the faculty. I must look up that speech—it was quite a good one, about her theory on circular administration. Oh, I think she's one of the most fascinating women I've ever known. I really enjoyed working with her. I audited a summer session one year after the White House conference.

Morris: What was the relationship between her work and Milton Chernin's?

Heard: She was a professor in the school—a very good one.

Morris: She was primarily concerned with field work training?

Heard: I don't really know what her role in the School of Social Work was, because I only went to that summer session. I think I was probably one of the few volunteers there. It was made up of professional workers who were getting new ideas and expressing their minds.

She had one theory (I should look up in my notes about this) about abstracts—that one person reading a book would write down the major ideas and arguments, and then the next person who was assigned to that class didn't have to read that same book, they only read the abstracts. Then they could go on and read another book. This was one of her really pet theories, and a really good one, if you knew how to read. It saved you from having to go back over the same material, provided you could trust the person who made the abstract. I'm sure there were a lot of people who couldn't have done it.

Morris: What's her idea on circular administration?

Heard: That it involves the smallest person in an organization who has any leadership role. For example, I first heard Gertrude Wilson at the National YWCA conference in Philadelphia; I guess that must have been about 1934. She gave a talk on circular administration, and I put it into effect when I was chairman of the YWCA convention in Chicago. In the receiving line, instead of just having high moguls in the national board, we had the president of the Y-Teen assembly, we had student representation. We had everybody that had anything to do with administering the philosophy of the organization represented by their chief, so to speak. This made a great impression. I hope it will change the YWCA to some degree.

Morris: When you involve people with these smaller units of responsibility, you involve them in the major—?
Heard: Structure; philosophy of the organization. How do they know what it's all about if they don't ever get exposed?

Morris: So in effect you pull people from the smaller units?

Heard: From the bottom up—that's the idea of the circular administration. I remember once sitting on a stool in a coffee shop in Sacramento. This was when I was on the State Recreation Commission. Judge Houk was sitting there with me, and a high school girl came up and said, "Oh, Mrs. Heard, I just want to tell you how much you meant to me in training me for leadership in the YWCA." She started out as a Girl Reserve in San Diego. Well, I didn't know I'd changed her life to that extent, but she got this idea.

Another girl I know said she was starting out as a Y-Teen president, then she wanted to be in the student YWCA, then it was right up to the president of the International YWCA.

Morris: She had her plan already laid out?

Heard: Oh, she was right on the ladder. She knew exactly where she was going to go next. I hope she never made it, because that's not what it's about. I'm sure she didn't ever make it. Anyway, she saw the progression clearly.

Morris: But that was not Gertrude Wilson's idea?

Heard: Her idea means you're recognized at the lowest level as being part of the leadership group; you're officially and publicly recognized, not just within the department. You might have a meeting of all of the presidents of Y-Teen clubs, but then probably never get beyond that. Or eventually, if you had a council, you might get on that. I don't know; it depends on the structure within the organization.

Gertrude's theory is that at any level where they have leadership responsibility they should be brought into opportunity for larger responsibility, at least to see how it progresses. That's what she calls circular administration.

Morris: So at the beginning entry level you see where things lead to?

Heard: You'd be down at the bottom, but see where things lead to.

Morris: Now, where does that circle come round again?

Heard: Well, it's like a spiral, I think, more than a circle.

Morris: I was thinking that perhaps it meant that people who were at the upper echelons had either more help at doing their jobs, or that they were building leadership.
Heard: No, not necessarily. I think it was just simply that you recognized them as an integral part at every step.

I think I told you the illustration of when I was on the San Francisco YWCA. The Y-Teen department wanted to get out a brochure of some kind and they didn't have very much money, so the kids found they could get it done more cheaply by a nonunion printer. We had a big discussion about the fact that the YWCA was supporting unions' right to organize and so forth, and that we did not use nonunion printers. This was bringing them in; it's an illustration of what I'm really talking about.

Morris: It was giving them--

Heard: The reason to see why we did this.

Morris: Was it unusual for a professional like Gertrude Wilson to give this much thought to how voluntary leadership works?

Heard: I don't know enough about other things she taught to really know, but I know that was one of her big interests. She spoke at a YWCA convention way back in 1934.

Morris: That's a long-time friendship.

Heard: That's a long friendship I've had with her.

Milton and Gertrude Chernin

Morris: While we're over there in the School of Social Welfare, how far back does your acquaintance go with Gertrude and Milton Chernin, and which came first?

Heard: I really don't know. Gertrude was on the Alameda County Council of Social Welfare.

Morris: Before the Council of Social Planning?

Heard: Yes. So I've known her for a long time. I'm not sure whether she was in on that study on children in Alameda County or not. Milton--I can't remember when I haven't known him. He was one of the original members of the Delinquency Prevention Committee as I was.

Morris: He's been dean of the School of Social Welfare since some time in the forties?
Heard: I don't know, but I've known him for an awfully long time. The Chernins were very close friends of Bernice May, too. Milton was on the committee many times that helped in planning the governor's conferences—that connection. But we've been interested in the School of Social Work for a long time. In fact, we've contributed to the Dean's Fund, which he has. We contributed to that viewing room; I think we gave it to them. It's been a long, long time we've known them. When I had a party to review that book on Bernice, they were here that night.

Morris: Have they been part of the World Affairs decision group, too?

Heard: No, they're not in that. This is just in connection with the school, and, I guess, with various conferences. Probably he was in the state Conference on Social Work.

Morris: Do you share the same kinds of ideas about social welfare?

Heard: Insofar as I've ever discussed them with him, I would say we do; but I never studied with him, or anything like that, so I really don't know as much about his theories and ideas as I do about Gertrude's. But we've enjoyed them as friends for a long, long time and find them a stimulating couple.

Morris: They seem to have that nice quality of having a number of mutual interests.

Heard: When Sam May died, the assignment that he was going to have in Italy to set up a school in Bologna, Milton took over.

Morris: Yes, he did. I thought that was interesting since his training is social welfare, and my understanding of the school in Bologna was that it was to be for public administration.

Heard: Certainly that was Sam May's field. I think that's what it was supposed to be about.

Morris: We've covered a lot of territory today. Are there any things that we haven't said about the international conferences that you'd like to add?

Heard: Not that I can think of. I suppose both Bartlett and I would summarize them as having been extremely stimulating and interesting exposures to common interests around the world. We had opportunity to make a good many friends that we wouldn't otherwise have known, and to renew acquaintance every three or four years with people we had known before. I think we were always also enriched by the other kinds of contact that we had in these countries that we visited. It was just an interesting and a rich experience, and I think the thing we both appreciated was that it
Heard: was something we could do together; I don't think we would have done it if it hadn't been something we could do together.

Morris: And being able to take the time also to tour the surrounding territory.

Heard: That was an important part, yes.

[end tape 16, side 2]
Neo-Nazism and Economic Concerns, 1951

Heard: In September of 1951 I was on my way to Geneva for a meeting of the executive committee of the World YWCA. I stopped over in Frankfurt, and two members of the HICOG Women's Affairs staff met me. I was tremendously interested in the progress that had been made in rebuilding, although there was a great deal of destruction still evident. I was stationed at the Frankfurterhof Hotel, which had been redone and was really very swank. That night I had dinner with the McCloys. My friends Beth Moore and Mary Jewett were both visiting there.

Morris: Were they there for the YWCA conference?

Heard: I think they were just traveling. Anyway, they're old friends of the McCloys. That evening we didn't really talk much about Germany, because I don't think Beth and Mary knew much about it, but we did talk about Republican politics for that year and the next. This was '51--I guess '52 was an election year, wasn't it?

Morris: Right. In 1951, Mr. Eisenhower was still a general and in Europe, wasn't he?

Heard: I don't think Eisenhower was still there after HICOG was set up. Of course, John McCloy was the head of HICOG--the occupation of Germany. I don't think Eisenhower was there. He may have been in England or back in the U.S.; he wasn't in Germany--

Morris: I was wondering if a discussion of Republican politics in 1951 would have included any reference to him?
Heard: I don't remember if it did or not. Ruth Woodsmall, who was head of Women's Affairs, was there, too. We had one of those chatty conversations. I remember they were interested in what differences I had discovered, and so on, from the year before. This was at a time when the Women's Affairs office was in a process of changing over--of turning things back to the Germans. The big question was what would be sacrificed through economy and emancipation.

A big issue in Germany at that time, in 1951, was neo-Nazism, which was almost as traumatic in some ways as the Nazi period, because people who had been prominent Nazis were being reconditioned to new attitudes. That was a very traumatic thing for lots of people who were strongly identified with the Nazi party during the war.

Morris: What form did neo-Nazism take?

Heard: There was the Socialist Reich party which had been formed, which was new. Then there was a big coal shortage. We had a lot of discussion about rearmament, and I remember writing down, "I wish we could learn in this country to call it defense, or something less suggestive of the former Nazi pattern."

Then the next day I went to HICOG headquarters and spent the whole morning in meeting people and making my schedule. Dorothy Fosdick was there; she had just been over for the Business and Professional Women's conference, and had done a tremendous job. I was surprised at what a small person she is physically, but, boy, she is big mentally, I'll tell you. I had a lot of interviews at HICOG that morning. My friends Norrie and John Pixley, who had been the head of the youth division of HICOG, were there. They were leaving in a week, so we had a big conversation.

Then in the hotel when I was having dinner, I had a long talk with the waiter. I like to do this, because it gives you really the low-down on what's hitting the people. He was really unhappy about the income uncertainty--didn't know how long he'd have his job. The housing shortage, particularly, was bad, and he pointed out to me how much the commercial building was going ahead.

Then the next day I went to Wiesbaden for a conference with Betty Knapp regarding a conference they were going to put on. She was there when I was there in '50, of course. I had lunch with Anna Lemke, who was there with me before. And a staff conference at the service bureau. I remember noting down, "The staff was very uneven in their experience," and you wondered how they would make out.
Morris: Were these German women on the Y staff?

Heard: No, this is still HICOG, still Women's Affairs. I wrote down, "The idea's fine, but will enough Germans support it?" Ruth Woodsmall had an idea of setting up a reference bureau at Wien, instead of a service bureau, which would also do publications. But there was some resistance to that, because the service bureau wanted to do it themselves.

Then I went on to Stuttgart, where my two friends who were on the staff there met me. I had an office visit, and then I had a meeting with the speaker of the bureau.

"Many good things being done. They have a large number of groups requesting speakers." They were interested in having speakers about housing, politics, European union. "There was good content in the meeting regarding United States and German relationships."

Then I dashed out to visit an orphanage. Two friends whom I had out there, Sister Margaret and Frau Eva, had a bazaar which raised 16,000 Deutsche Marks for the orphanage. I saw some of the children. It was just terribly crowded; in a nurse's room they would have as many as three children in there with them. The young nurses were pleading for help. It cost 2.5 Deutsche Marks a day to keep a child, and they were well treated. The disturbing thing, of course, was the high percentage of illegitimate children, many of them of Negro parentage.

Morris: That's what I was going to ask—if these were children fathered by American servicemen?

Heard: Mostly, and many Negroes. The Germans really resisted this. When you saw a German girl walking down the street with an American Negro, it was not good. But there were so many girls who had fled from Silesia and other parts of the East, and had come through into Germany—they had no friends, no way of employment, and they couldn't even get food or housing, and the American soldiers were very willing to help them.

I remember being on a train somewhere, and in the compartment reserved for American personnel there was a German girl who was married to an American GI. That's how she could qualify there. She and I had a long talk, and she said this had been the first week in two years that she'd stopped screaming at night, remembering the way she was treated. So she was very grateful to this American soldier.
Anyway, I had dinner that night with a bunch of army officers at the MACOGEN Club. MACOGEN stands for majors, colonels, and generals, and they're limited to that level of American officer. I was in there a number of times for dinner.

The next day I went with a German couple and Colonel Brandt to visit the JugendHausbrau, which was being built by refugee young men and university students as a housing project which would take care of thirty men when it was finished.

**Improvements in Women's Program Techniques**

Heard: Then it was back in Stuttgart to the Anna Haag House at eleven o'clock for a meeting of wives and German Women's Affairs officers.

Morris: Did you travel by car with a driver?

Heard: I had a driver.

Morris: Military?

Heard: HICOG, yes.

We had a long discussion about German and United States relationship, including army personnel. I remember giving them some points at the meeting about discussion techniques. I felt there was a great improvement in program techniques since the previous year. Then we toured the Anna Haag House. I pointed out that they really needed a program director to make it more useful, because they were kind of disorganized and inexperienced, and they didn't really know how to involve groups and make them work.

Morris: Was the Anna Haag House part of HICOG?

Heard: No, it was built by Germans as a women's service center.

Then in the afternoon we had a conference of two hundred German women from various districts, and I was amazed at the change in their appearance. Women who had been overweight and sloppy, were trim and chic. We had talked the year before about color and dress and things, not with the whole group, but with individuals. They were terribly keen about this—they'd never thought about clothes in that way.

The morning report was on the Hindenburg conference, which was the one that Fosdick had been over there for. But in the afternoon
Heard: I was responsible for a session, and I introduced them to this idea of buzz sessions and a listening panel, which they had never done before.

Morris: Now, what's a buzz session as opposed to listening?

Heard: They have little groups of six or eight, and they talk about a topic. Then you have them reporting to a listening panel, which pulls it all together. This is a long-established groupwork technique.

Morris: I'm not familiar with the term listening panel.

Heard: People sit and listen and then report back on what they think they've heard, after the eight or ten buzz groups, whatever number it turns out to be. With two hundred people, you'd probably at least have twenty buzz groups; you'd not have more than ten to a group, or maybe even eight. The point is to get everybody contributing and conversing, and then the chairman of it, who is selected by the group, reports to the listening panel.

Morris: Is the listening panel made up of the conference chair people?

Heard: Yes, or a selected group—not necessarily the officials of the conference, but a group especially selected to listen and put it together.

Morris: Does the listening panel hear from the buzz groups in private or in front of the whole meeting?

Heard: No—everybody hears—in front of the whole meeting. So they have to be concise, not take more than a minute or two to sum up what they've said—no long speeches. You get very firm about this, because that's part of the technique. They have to learn in the small group to synthesize and condense the one or two important points. It's just like Gertrude Wilson taking abstracts—you really learn to put the gist in one or two sentences. It's like reading the first sentence in a paragraph when you're reading a book, because it really says what you need to know. I said in my diary, and this was personal, that I was very moved by the applause I got, and that it was evidence of something to build on. We talked about finance, unemployment, welfare, techniques, et cetera.

I remember I had dinner one night at the home of Frank Gates, who was the resident officer, and he had a German girl friend. Most of the resident officers did, it seemed to me; that's one of the things that I noted in my report which annoyed them.

Morris: So you got familiar with alternate living styles a long time ago?
Heard: Oh, my goodness, yes.

"Out to Cham for cocktails with Mr. Tadraus, who was the RKO representative out there. Then to a dinner party at the American officer's club. We brought a mess sergeant into Munich and arrived back at the VIP house, which he was very impressed with, at about 9:30. Had a wonderful hot bath and a beautiful sleep after a most unusual day. Less fear than a year ago, but many economic and political problems in the border Kreise."

Morris: Did you feel a sense of personal contrast living in the VIP house, and then going out to visit the refugee camps?

Heard: Oh, murder, yes. I felt that they had a right to resent us.

Then I wrote a letter home, and more meetings, and so forth. "Went on to Beirut. Room was nothing to rave about," I said. Then again, "I met Beth and Mary at lunch, with them Miss Assis. We went to the Penroses'." Mary was in Beirut for a trustees' meeting of AUB. "Back for dinner at a restaurant with Mrs. and Miss Forsythe. Then to call at the Penroses'. Then at home--very weary. Lovely setting of Lebanon on the sea--water skiing, solitary fisherman."

Morris: So you went round through Beirut for a bit of vacation for yourself?

Heard: No, I went there one day on my way to Geneva.

Morris: Were you going to conferences and things in Geneva or visiting friends?

Heard: I was going to the executive committee of the World YWCA at this time and to the world conference in Lebanon.

When I was in New York, I heard about a film which has just been made, called "Memory of Justice." It's a documentary of the Nuremberg trials in postwar Germany. It covers Dachau, and the trouble that Menuhin got into because he went and played in Germany, and it ends up with the thing that Mike Ophuls says is the trouble with Germany today: that they have an inability to mourn.

Morris: That's a very striking phrase.

Heard: There is also a new book by Dornberg that's just out, published by MacMillan. It's called Germany Thirty Years After, and I want to read it to bring up to date my observations of how much change there is. I know that parts of Germany are still authoritarian and people still think that everything they did was okay because they did it
Heard: under orders. I know that education is still lagging; it's much more routine and authoritarian and old pattern. But women's organizations have progressed mightily, and lots of things have happened that are good. But I want to read the book and then I'll have maybe a comment.

Concerns About U.S. Foreign Policy, 1953

Heard: Now, 1953 I just have a little bit, I think. I was on my way to the executive committee in Switzerland and stopped off in Munich and stayed again at the Fierzeiten. 'Had flowers and letters and things from friends and felt very good to be made so welcome. Took a morning train to Stuttgart where the two Women's Affairs officers met me. I had the general's suite.' [Laughs] They treated me right.

I went to lunch with Mrs. Frank Hopkins, who was the wife of the resident officer. She had fourteen guests, of whom eleven were Germans, and we had a really good conversation. The thing I noted down all through this period was "the Taft speech was very upsetting." I don't know what the Taft speech in 1953 was about; I'd like to know what it was he was talking about, because I heard that all over Germany.

At luncheon I spoke to a meeting at the German-American Club, and had dinner again at this MICOGEN Club, and came back to Munich. The next morning I went to visit their clubhouse--saw their plans and site for a new one.

Then I had a press interview and a conversation with the staff about the color (Negro) service problem in the area. I went to the American consulate for an interview, and then to some German friends for coffee and a visit with Frau Heilman. We had, again, a conversation about U.S. foreign policy. They were perplexed about Taft and the U.S. policy. They said they knew where they stood with Truman. This was at the time that Bob Taft was running for President.

Morris: In '52 he lost the nomination.

Heard: He lost. But he was crusading, and I guess it was his campaign speeches that were worrying them. I think I read something just recently about that speech.

Morris: For some time there was a kind of running battle. Many Republicans, and Taft was one of the spokesmen, and also some Democrats who did not like Truman's foreign policy.
Heard: Oh, this must have been the foreign policy, and about General MacArthur, of course—they were disturbed about that when he fired MacArthur.

Morris: Right, but that was earlier.

Heard: Then I went to a Foreign Policy meeting. Mrs. Heilman, whom I met over here, was trying to revive the Foreign Policy Association in Munich. I did meet the president, and Mrs. Heilman took me to the Foreign Policy meeting—there were fifty people there. There were eight organizations by this time stressing their international programs: UNESCO, the Conference of Christians and Jews, the YWCA, the League of Women Voters, the Columbus Club, the Foreign Policy Association, the Business and Professional Women, and the European University.

Morris: The Columbus Club?

Heard: That's Italy, isn't it?

Morris: And all of these organizations were also active in Germany?

Heard: Yes, at this time in '53. They had all revived the Foreign Policy Association.

I had dinner out with several of the German women whom I knew and then went to Mrs. Heilman's apartment. She had an eight-year-old son and he had put an American flag in one of the Hummel figures [laughs], in honor of my being there. So that was 1953, which was a very short visit.

Then 1958.

Morris: This time, 1958, Mr. Heard was with you?

Heard: Yes, we had been in Berlin. I mentioned going to Dachau—I must have gone in '51 to Dachau, and also to Auschwitz. I can never shut out the memory of Dachau, because at that time it hadn't been made as it is now into a kind of monument. But you could see the ovens. One room you went into had walls maybe as long as this apartment with narrow shelves close together, and on them was all the gold from the teeth of people that they had extracted.

In front there was a statue of a small man, and the title was Der Kleine Mann—the little man. I don't know whether that's still there or not. But the driver I had—there was just the driver and me. There were big wire fences around the place, and he lived somewhere in that neighborhood. I said, "Didn't you know what was
Heard: going on?" He said, "Well, we just used to hear the dogs barking at night, but it wasn't any of our business." There was nothing, I suppose, that they could have done, so they just wiped it out of their minds.

Thousands and thousands and thousands of Jews were killed. In the Dornberg book he has some reference to how many Jews are left in Germany and what their status is, which I'm eager to read.

Morris: That must take great courage—to continue to live in Germany or to have gone back.

Heard: Certainly it would have taken great courage in the fifties or sixties—there just weren't any. But you noticed in that list I just mentioned there was the Conference of Christians and Jews, which was a member of this Foreign Policy Association. So they had at least revived their interest at that point.

Eastern and Western Zones, 1958

Heard: Now, in 1958 we went to Berlin—Bartlett was with me. We were on our way to Tokyo. We went first to the fair in Brussels. We went to London, and then Germany, Zurich, Italy, Greece, Turkey, India, and Ceylon to Tokyo.

Morris: That's just about around the world, isn't it, by the time you get back to California?

Heard: It was. On the way back we stopped in Hawaii for three days to rest before we came home at Christmas.

[end tape 17, side 1; begin tape 17, side 2]

Heard: We checked in at the Kampinski Hotel, and had flowers and letters from people in Germany, with a note outlining our program.

Morris: They had it all planned out for you.

Heard: Dr. Ulich Beil and various other people whom I knew.

Morris: How long did you plan to stay?

Heard: I think we were only there two or three days. We had dinner with some people that night. The first thing we did the next day was take a bus at 8:30 to the memorial church where we got the bus for a
Heard: tour of West Berlin and East Berlin. "Three and a half hours. A very interesting and depressing sight. East Berlin—ruins in the street with rubble. Looked about like all Berlin did when I was here. The Stalin Allee is the only really rebuilt street. Plus some housing, but the balconies all fell off in their early attempts and had to be replaced. Scaffoldings were around on all the buildings. But beautiful monuments. Our I.D. card is necessary if one wants to buy fruit, for example, but merchandise in the special stores looked good. People in the streets are obviously poor.

"Amazing recovery in West Berlin." I think replanting of the trees and the green covering of the rubble, which there were mountains of, was the thing that had made the great difference in the sights in Berlin. When I was there in '50 I saw the bunker where Hitler was supposed to have died, and all the bunkers. There were no trees in the streets—they cut them down for wood. It was really dreadful.

The international housing area was the most interesting. And the American Pavilion, which everybody around there called the 'Pregnant Oyster'. [Laughter] "Very modern and a much appreciated contribution." Then we went to Dr. Ulich Biel's. She was head of the Frauenring in the war years. She spent quite a lot of time here in Berkeley.

Morris: Does she have relatives here?

Heard: No, she just came over because of us and some professors at Cal whom she knew. She lived at the Carleton Hotel for a couple of months one year, and stayed with us in Berkeley.

Talking about Dr. Ulich: "We sensed she was very lonely and eager to make contacts with California friends. She's no longer president of the Frauenring, but has been working on her book and now has it ready for submission."

Let's see—what did we do the next day? "Dr. Ulich Biel and a student driver came, and Dr. Runkles"—that's another friend who was also in Tokyo with us—"at 9:30, and we spent the morning at Marenfelde Intake Camp. They have five hundred to seven hundred from Eastern Germany a day to process. Eighty-seven percent are under forty-five years of age—men, women and children. They had a kindergarten there operated by the International Rescue Committee mainly for children under three, and a schoolroom for those over three." We got some wonderful pictures of that.

"We sat through two hearings. One, a nineteen-year-old boy whose mother is active in the party, and a man and his son-in-law whose construction business in Halle had been nationalized. It
Heard: cost him 270,000 Marks tax to retain it privately. New manager informed against them." That was a very common thing that happened in those years.

Morris: Informing?

Heard: Against them—that he was not a socialist or a Russian sympathizer. He was over in Czechoslovakia—that's where a lot of these came from, or Russian-occupied countries. If somebody wanted to get hold of your business they'd just inform against you.

Morris: To whom?

Heard: To the Russian occupation. Well, look what happened to Masaryk and all those people in Czechoslovakia—same thing. The same thing happened in China after the communists came in. Several friends of mine had their own children inform on them.

"The exit is fairly easy in summer, as people buy tickets to vacation spots and then just get off the train in Berlin and take another route, because this gives them an opportunity to go to Western Germany to work. But anyone can stay here who wishes to, even without privileges. But life would be pretty drab in a camp. Three thousand people, six in a room, one dining hall with seats for perhaps five hundred. So they have fifty continuous feedings—two meals a day. Hours of standing in line and waiting for each step in the clearing process."

Then we visited other friends and did some more sightseeing. We left Berlin and went on to Frankfurt. So we were only there two or three days.

Rhine Country, Austria, and Swiss Women's Fair

Heard: "Nice trip on Pan-American—very full plane. We went to Bad Nauheim in time for lunch at the Park Hotel." Bad Nauheim, a spa town, was the headquarters of the Women's Affairs, and that's where I stayed when I was in Germany in 1950. It's been largely restored, and there were flowers in the courthouse. The Grand Hotel is now a sanitarium for an insurance association, so their employees, when they aren't well, could stay there. "It was fun to show Bartlett where I lived and worked, and to see the little town turned back as a spa."

Then we went to Bad Homburg and Frau Schleper came for us, and we had lunch at her house with her husband, who is in the advertising textile business. Then we went to Frau Troshen's to tea and talked
Heard: about life for her. She has five children. They were moved from place to place from 1940 on, now they've settled here. Her husband has a Ph.D. from the University of Illinois in agricultural machinery. She was very active in the PTA in Wiesbaden.

Morris: They have a PTA in Wiesbaden?

Heard: They have a PTA. "Wiesbaden in Europe with two thousand members." She was at the 1952 convention in East Lansing in this country. Then we went to dinner with some people, down on Rüdesheim on the Rhine River.

Morris: Now is this in people's homes?

Heard: Yes, it would be their own homes.

Morris: You've mentioned tea several times. What is tea in Germany?

Heard: Just about what we have, only they have more cakes.

Morris: And they do drink tea?

Heard: They do drink tea, yes. I really felt that I was terribly privileged, because so many German women, even through 1958, still remembered and wanted to see me. I still had contacts, although there were no Women's Affairs officers anymore. But they always made out a schedule for me when I came to these places.

Morris: Was the embassy setting up the schedule?

Heard: No, it was the German women whom I knew. I said, "I'm coming," and when I'd be there, this was what they worked out.

Then we stopped in at the trade center in Darmstadt. Oh, Trudy —this is a girl in Darmstadt we knew. She was over here in a group of students one year, and we had them at our house. Four of them stayed there for several days, and Trudy was one of them. She's married, is in interior decorating, and lived in Darmstadt and had twin children, so we stopped off to see her.

When we were in Switzerland we visited one of our young friends who was with us at that time. We also have one in Austria, and we have a doctor in Italy whom we're seeing—a psychiatrist. We really have got a lot of people scattered around the world. Not so many anymore—not since 1964.

We went to Oberammergau, and then up to the Schloss at Schwangald, and did all of those things one does in the Bavarian Tyrol
Heard: country. "Saw the castle at Linderhoff. Gorgeous garden. Arrived at Oberammergau. Went to see Ernie Kumpf's castle, Schloss Manson, in Austria." And so forth. That's about all we did in Germany, I guess. Then we drove to Zurich.

That was fabulous, because they were having a Women's Fair. I've never seen anything more exciting than that.

Morris: Tell me about the Women's Fair. Who had organized that?

Heard: The women's societies in Switzerland. Oh, we have friends there, too. Gigi Stevens was there at that time.

Morris: Is that Georgiana?

Heard: Yes, and Hobb [Harley] was in the hospital.

"SAFFA--simply wonderful exhibition. Women from historic to present day in the line of panels." As you walked in, it would be like posters, only it was panels--just a line. And these were women from historic to present day: "Women in various fields. Currently done, with great taste, color, imagination. There was little commercialism. One of the most exciting things we've seen."

I wrote to Beth Moore and said, "We ought to organize such an exhibit at home."

Morris: This was just Swiss women?

Heard: Swiss women's organizations--SAFFA. We went on to Geneva, and that's when I got busy with the YWCA again. So that's more or less the Germany thing.

Notes for 1951 Speech: Reflections on American Occupation

Heard: But then I found all my notes, outline, on why I ever went to Germany, and what did people want. This was a speech that I made someplace, and I said, "One year ago this weekend I was in the middle of Bavaria at Würzburg," which is one of the oldest cities in Germany. It's a famous fortress town; there's a famous fortress on a hill overlooking the city. It was built in the days of the Roman occupation, and added to in the 12th century--some remnants there.
Heard: Würzburg was a spa town—it had no bombing. Tourists were their business, and thousands of refugees flocked in." A third of the population is refugees. Much resentment. It has the highest unemployment in Bavaria"—that was twenty-nine percent.

"But women were beginning to get past their prejudices to work together. They wanted to know why had I come." Then I went to a symphony concert in the evening. My diary says, "Lovely theater built in 1912 out of American cherry wood by Ludwig, the mad emperor. We sat in the King's Box, which was very elegant. There was a symphony orchestra of refugee musicians." Those two German friends were there with me.

Another day, "In the evening we met about twenty to thirty business and professional women in Würzburg. Talked about getting day nurseries in two or three areas of the town. They were suspicious of American influence. Communist propaganda makes cooperation a little difficult. There was one girl there who was a trade union representative, had been on the United States exchange program. She had been in New York, Chicago, Los Angeles, and San Francisco. She lived in YWCAs and settlements. And she was impressed by the friendliness and the tolerance in the United States." Quite a difference from that Lithuanian. "They way people work together to get things done. She had an appreciation of public affairs versus political ones."

Back in Munich, I went to a refugee camp at Heilbronn where there were eight hundred refugees. "The Lutheran World Service Children's Camp with forty kids, five to six years of age. Went to Berchtesgaden and picked up a German waitress who had fled ahead of the Germans to France where she was bombed out. Back to Germany with German soldiers. She was liberated by the Americans. She had a Rumanian boyfriend. Jobless. No future. But with whom she shares herself and her earnings."

Morris. Oh, my.

Heard: "I went to the film center in Munich where they have twelve short films for the use of women's groups." And some of them—which just shows how stupid and insensitive one country can be about another country's needs or a situation—were of absolutely no use; they were on home economics from the University of Ohio: "Kitchen equipment, including refrigeration."

Morris: Things that people in Germany didn't even have.

Heard: They couldn't even afford food. I went on to say, "What does this all add up to? We're trying to persuade, not to order. Their attitudes toward us are born out of war—out of the postwar
struggle between the East and the West, Americans in Germany—army and civilians, the film libraries, visiting experts, tourists, Marshall aid, national and international organizations including the YWCA." So this must have been the YWCA speech I made.

"What are our chances for success?" I asked. "No one knows. Nuremberg trials reveal that Germans have a disturbing attitude towards authority. Most defendants in the trials, for example, still seem to feel that what they did was right, Dachau and worse, because they were doing it under orders. So we know there's a long, slow, and painful process to educate a nation to accept the point of view which the Nuremberg trials represented: namely, that the law remains at all times over all people, and that the individuals will be held answerable to the society. We have to create institutions which will express this philosophy. Germans are learning this. German women are shaking off old patterns, fears, prejudices, moving into positions of leadership and responsibility."

Then I went on about the importance of Germany which we'd been briefed about by the embassy. There was propaganda and pressure on Germany from both sides and, I said, "Women's organizations were one target, and that's why we have a Women's Affairs branch of HICOG.

"Thumbnail sketch of Germany—the women especially, in a divided country." There were terrible scars from the war. You wondered sometimes how they could accept an American like me or some of the others that went over. I often wondered, if my son had been killed, as he so often nearly was, whether I could have gone to Germany.

Morris: That would have been terribly hard.

Heard: Then my speech told some of the experiences I'd had and reactions to American organizations, programs like the YWCA. "Women of Germany need our help," I said.

"Democracy," they said to me, "to Germans is something you get when you have lost a war."

Morris: That's a curious phrase.

Heard: Isn't that? "Democracy is difficult to portray in a country when its principal contact is by an army of occupation. There's a paradox between being a democracy and an occupying power. The Germans are well briefed on limitations, failures, and shortcomings of democracy. First, by the Nazis when we were enemies. Now, by the Russians, when they're attempting to win Germans to their side."
Heard: [Laughing] I really got wound up, didn't I?

Morris: I can see where you would, with that kind of experience behind you.

Selection as Women's Affairs Consultant, HICOG

Morris: I don't know if I asked you, about your 1950 trip as a Women's Affairs specialist, if they asked you to do this because of your Y experience or because of your USO experience?

Heard: It's complicated, because I was invited both by the Women's Affairs and by the Youth sections. I knew Norrie and John Pixley in the Youth Authority and in the Recreation Commission, and I had made speeches for them at youth conferences. But Ruth Woodsmall was the former general secretary of the World YWCA, and she knew me through the YWCA. I think that's the reason I was invited. I'd held quite a number of offices by that time in the Y. She was in China, and subsequently she was in Lebanon.

I felt I would be better off in the Women's Affairs. I thought there was more challenge in it than in the Youth Affairs. I had several friends who were on that staff. On my first weekend in Germany Ruth was away, and Norrie and John Pixley picked me up and we went up to Cologne. I went into a mine in the Ruhr--climbed into it. Oh, I've been trying to think of that man's name--you know him well. He was kind of fat and he got stuck, and we had to pull him out by the heels. That was a marvelous weekend.

Morris: Were there other United States women who made similar kinds of trips to Germany?

Heard: Not at the time that I was there. I know Connie Anderson went over on a short visit. I think most of the other women, although I wouldn't be certain about this, went over as delegates of an international organization, for instance, for two or three weeks.

Morris: To their organizations overseas?

Heard: Yes. Although if they were Y people, like Connie and Ruth Woodsmall, they got involved in some of these other things.

Morris: Was the thinking that someone with your kind of experience and the prestige of having served on the national board and the international board, would make the German women more accepting of you, and German authorities in general?
Heard: I don't know about that. I was chairman of the 1949 YWCA national convention. So I think that they knew that I knew how to deal with people, because I got dozens of letters saying this was a great and well-planned and well-executed convention. I really think that it was the fact that I had demonstrated an ability with groups that probably influenced my selection. That's why I went with the Women's Affairs, really--because I knew that that was the way that they were going to work--that that was the kind of assignments that they had because we had a Women's Affairs resident in each of the sectors. I was in the French zone and the British zone, too, just on short visits. But even they invited me.

So I think it was my group-work techniques that prompted this--which had been demonstrated not only in the YWCA, but in the Recreation Commission, the Youth Authority.

[end tape 17, side 2]
XIX UNITED WAY OF THE BAY AREA AND ITS PREDECESSORS

[Interview 10: January 6, 1977]
[begin tape 18, side 1]

Various Reorganizations

Heard: To go back to the United Way—it has a long history in this Bay Area. It began in each county, and even in each city, I think.

Berkeley had a Community Fund, or something like that. And I think that the reason that I had gone on it in the beginning was that when we organized the Community YWCA we asked to have representation, or they asked us to be represented—I'm not really sure which it was—on the board. So I and somebody else from our board (I don't even remember who) went on the Community Fund, or whatever it was called. Then that became part of Alameda County and I was also on that.

We also had as an outgrowth of that the Alameda County Council of Social Welfare. I was on that agency and Bob McNary was the president. I think I gave you some letters from him, because we did that big study, of which you have a copy, on needs of children.

Morris: Individualized Services for Children.

Heard: For children in Alameda County. Then in 1964 we had the big Solomon study for which Kreuger came out from New York. That resulted in the one seven-county organization.

Morris: That was then called the United Bay Area Crusade, wasn't it?

Heard: Yes, before then there were separate ones in all of the counties. We had a study committee which Emmett Solomon of Crocker Bank chaired, and I was chairman of the committee on program with Elmer Tropman as staff. It was our committee that really came through the heaviest on coordination, consolidation, merger.
Morris: What kinds of things had been happening that led to the formation of the Solomon committee?

Heard: Well, everybody was raising money separately, and because the Bay Area is such an interrelated business community even though there are separate bedroom communities, people were being hit in San Francisco, at work and at home. There was a 60/40 rule at that time: San Francisco kept sixty percent of everything that was raised, because the corporations were there and they got the money there. The bedroom communities resisted this. Our needs, we felt, were in some ways greater than San Francisco, which was a daytime place. So that was what prompted this study on reorganization.

Since '64 we've had a number of studies, and I've been on every one of those. One was New Directions. And the Task Force Committee, which set up the reorganization of the board of trustees and so forth. Those are all documents that are available.

Morris: I'm interested in the process--who the people were that decided, for instance, that somebody like Mr. Kreuger should be brought in from out of town to do the study.

Heard: He was on the National Social Welfare Assembly program committee which I chaired. I didn't have anything to do with his selection. He was well-known as head of a research committee that did this kind of thing.

Morris: How did he involve your committee?

Heard: It was a big total committee with Emmett Solomon. It had representations of labor and the communities and everything. I remember so vividly, because we used to meet in the board room of the Crocker Bank. This was in '64--it must have been in the fall. I was still barely getting around, and I remember I used to sit with my hands, surreptitiously as I could, on the board room table because it was cool.

That was such a long time ago. I can remember when the final report came in, one of the men who was from Alameda County said to me, "We're counting on you to put this over." Labor gave us a lot of trouble. Oh dear, I should remember his name; I think it might have been Ray Johns--he was head labor man at that time. He would come and throw a monkey wrench in every once in a while.

Morris: What was labor's concern?
Heard: I don't even remember. It probably had to do with the role of labor in this whole business. I suppose with the concentration of centralization they were a little more concerned than if they could spread themselves around the various counties.

But that was a really good study. Just recently they voted to become the United Way in title. That doesn't change anything in their status, but it gives an opportunity to clue in on the national publicity at the time of the fall campaign and take advantage of the material that's put out by the United Way.

Morris: What was the reorganization of the trustees? Wasn't that about 1968 or '69?

Heard: No, that was more recently than that. It came up in our New Directions study. We had at the time of the creation of the Bay Area Community Fund five hundred trustees, and they were from all seven counties. It really meant nothing at all, because there was no effective way of utilizing them. The theory was that we brought in all the people that were active in this before. Our committee whittled this down to 150, which is now the number. I'm still a trustee, but my term will expire in 1978. All we do is meet--well, we vote on a slate that's handed to us. We meet at the annual meeting and I think maybe once or twice besides that in the year. We get the minutes of the trustees' meeting. We hear reports when we go to these trustees' meetings, which I've done a couple of times and there is opportunity for questions and discussions.

Morris: Is that separate from the board of directors which oversees operations?

Heard: Yes, operations. In theory the trustees approve a lot of the plans and programs. I think, again, that this is difficult to implement in terms of getting feedback from any but the committees of the United Way itself.

Mid-1970s Allocations Issues and Accounting Procedures

Heard: There's always a big fight over the budget hearings and allocations committee recommendations and reports because the United Way had tremendous pressure from groups that are not members to become members. Particularly in the last two or three years when travel has become more dangerous and lots of community groups--I'll just use south county [Southern Alameda] as an example. We have
Heard: maybe a dozen community groups of one kind and another, some ethnic, and they don't want to travel to an inner city facility because it's dangerous. They also want to have more voice in affairs on their own. So they're all pressing for admittance to the United Way.

I think I mentioned I went to one or two meetings of that Filer Commission.* Some person in the audience asked the chairman, Mr. Moore, how many groups had applied for admission in the United Way. And he said, "That's not what we're here to discuss. We're here to discuss volunteer philanthropy and the Filer Commission."

Morris: They actually went on the road to talk to individuals?

Heard: They had hearings in various places around the country. The Filer Commission was a very good commission.

This woman kept persisting, and finally he said, "Well, about 103 have applied in the last two or three years for admission." She said, "How many have been admitted?" And I think he said three.

So that's the kind of pressure the United Way is under. All of the established agencies are hopping mad because their budget requests are not going to be met. The United Way really needs to raise $24 million. Twenty-eight million dollars would be a more realistic goal, and they got less than $19 million. So everybody is disappointed. The established agencies are really writing letters this year, because they feel that the United Way is skimming off the top of the budget for themselves to insure that they have staff and are able to finance their own activities before they make allocations. Quite a few stern letters have been going into the United Way. Because all of the established agencies are in real trouble.

Morris: Do you think there's any evidence of validity to that charge?

Heard: Well, look at the figures; they seem to bear that out. That's all the two boards that I'm on have relied on; they haven't done anything else. For instance, I could write a letter, which I have disciplined myself not to do at this point, complaining about the United Way setting up a planning process instead of letting the Bay Area Council of Social Planning continue—they cut off our funds.

Heard: So that agency dissolved. I'm going to a farewell party tonight.

Morris: Was that a decision made by the United Way board of directors or did the trustees have a vote?

Heard: The trustees have nothing to do with it. We only heard that the BASPC had withdrawn. I'm on tape—I want to restrain myself.

Morris: That sounds as if it was presented as the Planning Council's decision to cease operation.

Heard: Yes. Well, there was no money to operate with, so they're going out of business. I'll be seeing all my former pals tonight for a short time. I don't know what any of them are going to do, whether they've gotten jobs, or what's happening. But it's a pretty serious loss, I think, in this community.

Morris: Does that mean, then, that the voluntary boards that decide policy for the United Way don't really have that much decision-making power?

Heard: I don't know what you mean by that, because they're not voluntary boards. The Bay Area Council of Social Planning was a funded part of the United Way. It was set up to do the planning.

Morris: I was thinking of the United Way having trustees and a board of directors who are elected.

Heard: By the trustees, incidentally.

Morris: I see, but both groups are volunteer leaders rather than staff?

Heard: Right. But there's a big staff for the United Way as such, which organizes the fund-raising and staffs the committees and lots of other things. They do a big job, there's no doubt about that. Of course their major responsibility is the annual campaign.

Morris: If there are these questions coming from the member agencies that feel that the United Way's own budget is too high, do the directors have any control over that?

Heard: They approve the budget, sure. I don't know. I've been talking a lot with people this week on the role of a board, and what makes a good board member, and the job of the board, and so on. I think one of the things that's very difficult is to keep a board of volunteers fully informed so they can make intelligent decisions. It would be pretty difficult for a board of directors in a $24 million campaign to know the details of what costs what, and all
Heard: this and that. You can put a comprehensive figure that sounds all right in terms of what other fund-raising things cost, I suppose.

I think another concern of the member agencies is also over the amount of paperwork that the United Way has been requiring this last year. It's been enormous. I see it mostly in the USO, which probably is involved in more facets of programs than some other agencies that have a smaller, more sharply defined constituency and program. But this is really a big burden on a small staff.

Morris: Yet on the surface of it, it looks as if the budget forms and whatnot that United Way has developed should make it easier for an agency to keep track of its own funds.

Heard: One of the things that I was involved in way back in 1964--the National Social Welfare Assembly and the National Health Agencies jointly sponsored a project on uniform accounting procedures which has been the bible for all agencies since that time. United Way had no idea before 1964, for example, of how much you've got in reserve funds, or in endowment, or what your other income is, other than that which you get from the membership funds. Like the YMCA units all over the country, or the YW, or the Boy Scouts, all pay dues nationally. So, "What else do you have?" A lot of these things were hidden. We never knew how much an agency had beyond what it was asking of the United Way, either nationally or in their local community.

This uniform accounting procedure has been in existence for twelve years, and that has always been standard in the United Way. But what I'm talking about is all the really detailed reports that don't even cover some of the things and don't really apply to some organizations. If a soldier, for instance, comes into the USO to ask a direction, what do you put that down for? They want to know how much time was spent, who spent it—all this, that, and the other thing.

It's too ridiculous to do all these things when they don't mean that much when you know what the major purpose of the organization is and that it serves to the best of its ability the recreational needs of the armed forces. That ought to be enough, although I certainly agree that some details in the program and what they do are important.
Difficulties of Organizations for Planning

Heard: One of the things that the Bay Area Council for Social Planning was involved in was agency studies. We did ten or fifteen a year, probably. The Salvation Army employed the CSP [Council of Social Planning] to do a number of studies for it on its changing programs. We did a study for the Oakland YWCA, for example.

Morris: Did those agencies pay a fee for this?

Heard: BASPC was obligated out of its budget to spend $200,000 a year doing studies for member agencies of the United Way at their request. Then a copy of the study went to the United Way and to the agency. I sent back to the BASPC about fifty such studies.

Bay Area Council of Social Planning, in addition to doing routine kinds of studies for agencies at their request, did special things. For example, I'll cite one that I can recall: The Salvation Army center in San Francisco—the whole neighborhood changed, and they wanted to relocate. They wanted to see in some depth, more than just a casual opinion would be. So they paid for that study; they did for a couple of studies—as did other agencies. And then outside people were sometimes contracted with. For example, getting a new police chief in Richmond—various things like this. It was a very experienced staff.

Morris: So it would also help with personnel searches?

Heard: Yes, and did studies for non-United Way agencies.

Morris: I think I have heard that that was a bone of contention in some areas—that some people felt the Council of Social Planning was trying to become its own entity and be a research center.

Heard: I think the main criticism was that we were in competition with private agencies that did these same kinds of studies. That was the main contention, I think.

Morris: But it sounds like sometimes the Council would retain private agencies to do some further research.

Heard: No, not to pay, but to do studies for private agencies.

Morris: I thought you were saying that there was some complaint that the Social Planning Council was in competition with private social research, independent social research.
Heard: Yes, that's right, like Elwood Ennis—he has his own research company. That would be one of the illustrations. But there was concern that we were taking business away from private enterprise—we were neither fish nor fowl, in one way. That caused some criticism.

Morris: Were you on that board separately, in addition to being a trustee of the overall United Way?

Heard: Yes. I was on that board for a long, long time; I was on the program committee for a long time; I was a trustee for a long time; I was vice-president.

Morris: Secretary?

Heard: I was secretary.

Morris: You're just finishing up that term?

Heard: I rotated off. I think I gave you the testimonial from the board when I retired. Tonight they're having a farewell party for the staff; it's over at the club, so I thought I would go there for a half an hour before I go to the city.

Morris: That's a nice thing to do.

Heard: Now, you are in touch with Al Taylor.

Morris: Yes, I did talk to him. I think that between us, you and I convinced him that the Council files should be preserved. I would think that they would be very valuable to students at the School of Social Welfare.* I'm not sure how free they are to let go of these studies, because they are marked confidential. They are made at the request of an agency, and they're not released without the consent of that agency.

I can think, for example, of one agency you and I both know that I think got a very critical report. They would probably not want it to be released. [Laughs]

Morris: Were these reports reviewed by the board at all or summarized to go back to United Way?

Heard: Our program committee went over some of them. I think a copy went to the United Way if it was a United Way agency. I think this must be true, although I'm not absolutely certain. I know a copy went to the agency, and we had one in our files, and our committee saw them, but our whole board didn't see all those reports—even the whole BASPC board.

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*The studies have been deposited in the Hans Kelsen Graduate Social Sciences Library.
Heard: I think it would be good if you could just have a talk with Al to clear up what the contribution of that agency was, and why a lot of people think that the United Way, which has set up a planning process and now have a committee in each county, will never be able to do what the BASPC did. In the first place, they don't have the staff. If you take the county representative on the United Way staff, that's not their expertise. They're supposed to be in there to raise money.

Morris: So they're talking about decentralizing the planning function?

Heard: Oh yes, it's all set up.

Morris: Isn't that fascinating.

Heard: No, I don't think so. I think it's horrible.

Morris: I seem to recall there was somewhat of a furor from the counties at the time it was coordinated into an overall Bay Area planning organization. There was talk about the child welfare problem in Alameda County not being the same as it is in Marin County.

Heard: That's right. But the studies weren't done on a nine-county basis; they were done for the individual agency that wanted them. Now, what this will turn out to be, I don't know. But it will be at least two years lost—just the same as is going to happen in the health service agencies because Comp Health was terminated, as it was this past June. Alameda County hasn't even decided what they're going to do yet—whether they're going to have a nonprofit or a joint powers organization. The supervisors and the coordinating committee can't agree. Here it is January of the next year and nothing has been done.

When you don't have expert experience it really costs people a lot of time and motion and money and service. So I've definitely terminated myself with the HSA [Health Services Agency]. They're talking about having individual county councils and subcouncils in each county, as many as twenty. Subcouncils—well, you know this is not going to be effective.
Minority Representation and Board Member Perspectives

Morris: There was one other question on the reorganization of the United Way: What about pressure from minority agencies, minority groups in the community, both for membership as agencies and, also, for representation on the board?

Heard: Oh, yes. We have a formula which is made up of donors, consumers, and agencies. I'm on in the donor category. One of the problems which is turning up is that it's almost impossible to get a board made up that way. This is the affirmative action policy that all member agencies are up against, too, requiring that you have this same kind of a mix. It's almost impossible to do, because if you have night meetings community people won't come—donors won't come; if you have noon meetings the clients or the minorities can't get there.

I remember at one of the meetings I went to when this was being discussed, a man spoke up and said that he couldn't come to a four o'clock meeting unless his employer would permit this and not deduct his wages. We used to try in the San Francisco YWCA to have alternate noon and night meetings. You almost have two boards.

Morris: I've heard that comment. I gather that groups of Chinese-Americans and groups of Mexican-Americans, specifically, came to meetings with vigorous comments.

Heard: Sure, there was a lot of vigorous comment, but it's like an immovable object and—you know. I don't know what the answer to it is, unless employing groups make attendance possible. One of the things in the Filer Commission that was discussed at great length was the business of what you could pay volunteers. There was one proposal that they get something like four dollars an hour. This was turned down, because how could you prove that a person didn't stop to pick up the children or do an errand at the grocery?

It is in some agencies permissible now—we had on Comp Health three persons whom we funded, for babysitter, mileage, and lunches—because most of our meetings were luncheon meetings. That is a recognized possibility.

Morris: Out of pocket kinds of things.

Heard: Out of pocket. That still means you've got to get people who can even get there at noontime. I think that seems to be the more feasible thing. But that's easier done in a small geographic area than in a Bay Area-wide group. The meetings of the trustees in the
Heard: United Way are held at four o'clock at St. Mary's Cathedral in San Francisco. I would say that probably fifty or sixty people attend on the average.

Morris: That's out of 150?

Heard: Yes, and that includes the board members, who are making all of the reports, as well as just members of the trustee group.

Morris: How do you manage it if you've got that many people?

Heard: I think it depends on what jobs you can assign to them and what staffing you have; because no committee can function without adequate staff. There has to be a cooperation between a chairman and a staff, so that you have an agenda, you send it out ahead of time, you let people know what they're there for. You have to have something in the agenda that makes them feel, "I'm glad I came. I really contributed something." This doesn't very often happen at a big meeting like that, because there just isn't that amount of preparation and inclusion.

Morris: "I'm glad I came" is an interesting comment. What kinds of things are those at a board meeting?

Heard: One of the things in this book—I've been brought up by Harley Trecker and Roy Sorenson. The National Information Bureau put out a book, The Volunteer Board Member in Philanthropy, which has a lot of really good points in it. One of the points they make is that as a good board member you should feel free to speak up if you have an opinion that's different—not be overawed by the big wheels that are on the committee. But that you accede when the vote is not unanimous; you accept the rule of a majority decision even though it may not be what you would approve.

On one board on which I serve now, we have two members who are very critical of almost everything that happens, but this really sparks your own insights and the reasons you don't agree, and you respect that person's right to disagree. I think it deepens the whole process.

Morris: They disagree and raise their disagreements in the discussion process?

Heard: Yes, in the board meeting before a vote is taken. I think this is a healthy thing. Now, I haven't heard in a big meeting like the trustees of the United Way—there may be one or two questions raised, but there's never been any voting down that I've been in. This may not always be true. It must happen in the board more frequently than it does in the trustees.
Morris: Is it your feeling that more discussion would be helpful and pleasing to the people there?

Heard: I doubt it, because I think people would be speaking out of their parochial interests. This is one of the big problems in an area-wide board—to get people to think beyond their immediate involvement. I used to say, going around making speeches, "You've got to learn to think regionally," and then nationally, and finally worldwide, I suppose. That's one of the richnesses I've been privileged to share in, being exposed to different levels of concern and need. So I'm never free anymore to make a decision just on, "We need a runaway house in Oakland." Because you have to think about the whole county; you have to think about the whole national problem, which Traveler's Aid is so deeply involved in.

Morris: But those who feel the need for a runaway house in Oakland need to find some ways to make that possible, too. Isn't that the dilemma?

Heard: Sure, and to convince the community that it is needed and that it would do a job if it existed—like the Women's Refuge in Berkeley. It's underfinanced, as you well know, and they're looking for a place. But it certainly is a needed service. It's one of the few places that's available, because the YMCA, the YWCA, and the Salvation Army make facilities available at a reduced price to Traveler's Aid so we can put up people who are in desperate straits for a night or two, but that's not the final solution.

Morris: In the affirmative action area when there was a real push and pressure to get more minority people on the boards and involved in the United Way, did you have any feeling that there were people in the minority community who did not really feel comfortable with the idea of a board?

Heard: That's hard for me to say because brought up, as I have been, in the YWCA we always had minorities. I guess I probably mentioned in one of our conversations the experience we, the delegates from San Francisco, had in 1936 when we went to Colorado Springs. That was in the days when we always had to clear with hotels and restaurants whether people of darker skin color would be admitted or not. It was mainly against the black population. We had on our board a girl who was a Spanish-American, and she was refused admittance to a restaurant. Well, this shook up that board in San Francisco more than anything that could have happened in a hundred speeches. Because we knew this girl and it was so vivid—her recital of what had happened. You can never forget it again.

You have to have experiences like that. Certainly in the YWCA we went through it with Negro centers. In the USO—it was
Heard: desegregated when it began. Some of us worked hard on that. It's part of a long education. I suppose since 1946, when the YWCA was the first organization to come out against racial centers and so forth, and which had in its national conventions representatives from those centers, we've always known people of other races and colors—and even communists. So it's hard to tell for me.

Morris: In your experience, and the YW's experience, it sounds as if color or ethnic background doesn't really make any difference in the quality and the interest in volunteer service.

Heard: No, I think it makes a lot of difference. It's not a negative difference. I think it makes a positive difference, because how do you ever find out what some of these needs are and how people feel and so forth, unless you are working together on a significant experience? That's what makes friends. That's what makes an organization. That's what makes life interesting for a volunteer, I think. That it's significant, constructive, or increased insight, exposure—those are the things that I prized in being on as many boards as I have.

I feel sorry for people who have only maybe been on one board in their whole lives and then maybe rotate off after six years. Then where do they go, and what do they do? I would be a very different person today if I hadn't been in a YWCA that opened so many opportunities. If I were just a member of the Berkeley YWCA I would have been out years ago. Heaven knows, I might have actually been president of the Women's City Club, which I turned down because I didn't see any great point in it—except to entertain people, which wasn't what I was interested in. But that happens to an awful lot of people, with our rotating board business.

Morris: They don't think of going on to upper levels?

Heard: There aren't that many opportunities. I don't think people go from the Berkeley YWCA board, for instance, on to Oakland or San Francisco, which is what I did. I went from the university to the local to the San Francisco to the national, on and on—to the world. Now that's not what happens to very many people.

Morris: Did you see it as a way to keep increasing your own experience and understanding?

Heard: No, I don't think this would have happened if I'd thought of it that way.

Morris: I was thinking of the other comment I've heard in relation to minority people in volunteer organizations: many people assume that volunteer work is something that many cultures are not familiar with.
Heard: Oh, that's true. I think the British Empire and the United States are the only countries that have developed to any great extent the idea of volunteer participation. Other countries are beginning, and I suppose that is one of the contributions of the Peace Corps and schools of social welfare. For instance, the YWCA set up in Greece, and in India, and several places around the world, schools of social work which open up those opportunities. Planned Parenthood has done a lot of work in this field. So there are organizations. But the struggle to just maintain life is so great in some communities.

When you get in a country like India, which has 145 different dialects, the inability to communicate is tremendous. So you almost have to have a national language before doing some of these things.

Morris: Would that be true also of people in the United States, for instance, who are having a struggle finding enough money to keep their families together?

Heard: Sure.

[end tape 18, side 1]
XX CONFERENCES ON YOUTH NEEDS
[begin tape 18, side 2]

Leadership Training Workshops

Morris: I wanted to ask you about the conferences on youth needs you helped Roy Votaw organize. Mr. Votaw sent me a speech on it that he found in his file.*

Heard: That was earlier than the State Recreation Commission.

Morris: About the same time. Was your committee related to the Governor's Advisory Committee on Youth appointed by the governor, which began in 1943?

Heard: Yes, they had some conferences which I attended.

Morris: Karl Holton, who was director of the Youth Authority, was very much concerned.

Heard: And his associate, Heman Stark. He taught me how to play poker. [Laughter]

Morris: Where did you and Mr. Stark find time to play poker?

Heard: Down at Stanford. We used to have workshops; we had them quite frequently at Stanford.

Morris: Why Stanford?

*Roy Votaw was chief of field services for the California Youth Authority. The report mentioned and further comments he made in 1976 in working with Mrs. Heard are in supporting documents to this memoir.
Well, because it was a good facility, I guess. We had one of the halls. It must have been during a spring vacation or some time like that. We usually had fifty or sixty people, maybe a hundred, attending. One of our first things was a conference on group dynamics, which we had at Mills—development of leadership, I guess, was the idea. My diary says it was 1949, April 1st and 2nd. I think I told you about this dramatic experience.

We had workshops; we had discussion groups of about fifteen people. Roy Sorenson was chairman. They threw him out they got so mad at him.

Really? I thought he was the master of group dynamics.

Oh, he is.

What happened?

What happened in these groups was—oh, Louis Blumenthal, who used to be at the JWB [Jewish Welfare Bureau], was one of the chairmen. Ethel Brown and I were there. I can't think of all the names of the people.

But we were put in little groups, and the idea was to just let leadership emerge. Well, having a person like the dean at Stanford or Roy Sorenson or Louis Blumenthal—people like that who you knew were experts in the group-work field—sit there and do absolutely nothing just infuriated everyone. I've never been in an experience where people got so mad and so frustrated.

It was Roy Sorenson that got so frustrated?

No, it was the group that got so frustrated with him that they kicked him out and said, "Go on out—you're not doing us any good."

Because he wouldn't lead?

He wouldn't lead. He wouldn't take over. And: "Let's have an agenda. What do you want to talk about?" All these things that happen in a group before it can proceed. In our group, I can remember myself being so angry, sitting there and saying, "Why don't we get this show on the road?"

Why didn't you?

Well, we finally did. Anyway, that was one of the first things that Roy Votaw and I were in together, and it was really an experience that neither of us will ever forget. [Laughs]
Morris: There was a list in the materials you gave to me titled "Stanford Community Leadership Workshop."

Heard: Yes, that's it.

Morris: The first question to be considered on this list of nine is: "You and other citizens wish to stimulate community interest in youth and its problems." That sounds like one of these early sessions.

Heard: That's right.

Morris: Now, were you there as somebody who wished to stimulate community interest, or were you there to help these other people learn to stimulate community interest?

Heard: I think it was our committee, this conference and workshops, that put this on. I was chairman of that--why, I can't tell you.

Associated Youth-Serving Organizations and the Governor's Youth Committee

Morris: Would it have been because of something called The Associated Youth-Serving Organizations?

Heard: Yes, AYSO.

Morris: Which was you and Roy Sorenson.

Heard: That's right.

Morris: Then there was a meeting I'd like to hear about. You were having your conferences on a kind of an ad hoc basis. Winton McKibben was then the chairman of the Governor's Committee on Youth in Wartime, which later became the Governor's Advisory Committee on Children and Youth [GACY]. He called a joint meeting, and would you like to guess where the meeting was held?

Heard: Asilomar.

Morris: Right.

Heard: I know. I was there. I remember it.

Morris: It was sometime, Mr. Votaw recalls, around the time of the 1950 White House Conference on Children and Youth. This is a quote from Roy Votaw: "Dr. McKibben called his group to meet jointly at
Stanford Community Leadership Workshop

Questions to be considered in group meetings

1. You and a few other citizens wish to stimulate community interest in youth and its problems. How should you proceed? What community leaders should you invite to join you? What organizations would you contact? What kind of a structure would you initiate?

2. Present in almost every school classroom is an emotionally disturbed and socially maladjusted child whose behavior is a deterrent to the progress of the class. Should such a child be removed and denied the association of his peers? If he is removed, what provision should the community make for his case?

3. In almost every urban district of any size, there are Negro and Mexican ghettos which have a high delinquency rate. These ghettos develop a culture which is antagonistic to the one prevailing in the society. Children reared in that culture are known as culturally deprived children. What can a community do to minimize the number of culturally deprived children?

4. As the Negro and Mexican minorities struggle to obtain their proper position in society, many inflammatory statements will be made, and replied to in kind. These statements are likely to incite the youth to violent and delinquent behavior. What should the community do by way of anticipating such activity on the part of youth?

5. It has been estimated that as much as twenty per-cent of the high school youth is indifferent to the curriculum offered them. This twenty per-cent forms the nucleus of the drop-outs. Is work experience the answer? How can work be devised, the nature of which is non-competitive in the labor market? What can the community do to provide work for its youth?

6. The juvenile peer culture is exhibiting ceremonies that are socially undesirable and promote delinquency. Among these are "party-crashings", "graduation busts", and "rumbles". Should the adult culture identify with the juvenile peer culture and strive to end these subtly or should the adult attempt to coerce the juvenile peer culture?

7. For a number of years youth has been denied the opportunity to participate in the work of the world. Assuming this denial is inevitable, what can be done to encourage youth to take a greater interest in the solution of the world's problems.

8. What medical and psychiatric facilities can a community provide to prevent juvenile problems.

9. Prepare a lexicon of youth problems. Suggest how these problems may be solved.
Morris: Asilomar with the meeting already planned by Mrs. Heard and her committee from the AYSO. And at a memorable session led in part by Dr. Gordon Hearn, the present California Council on Children and Youth was formed."

Heard: 1950 you say this was?

Morris: That's the best that Mr. Votaw recalls.


Morris: So it may have been early '51 when this memorable meeting at Asilomar occurred?

Heard: May of 1951--the first day of May. Asilomar Youth Authority Workshop Conference. I've got that starred, so it must have meant something.

Morris: Good—that sounds like the right date.

Heard: Now, how this AYSO—Roy Sorenson and I were involved in that. And that was all of the youth-serving agencies.

Morris: You and Roy put that together?

Heard: I assume that Roy did. But he was a staff person; I think he was executive of the San Francisco YMCA at that time.

Morris: He must have been a man of remarkable energy and vigor.

Heard: Oh, he was a great person. He was certainly the authority on group work. I don't know if I still have his book or not, but it's someplace.

Morris: Is that The Art of Board Membership?

Heard: Yes. He was the bible for all of us. Well Harley Trecker, I suppose, was pretty important, too. But those two men were the pioneers in the whole approach to group work. I feel tremendously indebted to them.

Morris: When did you first come in contact with Roy?
Heard: Well, it certainly was early. When was I first in the San Francisco YWCA--'49? It was before that, I'm sure.

Morris: Was he then new to the YMCA?

Heard: His wife, Pearl, was on the San Francisco board when I was the president. I can't remember when he hasn't been tops in the YMCA.

Morris: Did he start his YMCA career here in San Francisco?

Heard: I really don't know whether he did or not. No, I don't think he could have. He was executive here, and you don't hop into that.

Morris: He was also consultant for something called Community Research Associates.

Heard: That's Kreuger.

Morris: Oh, fine.

Heard: Sure. He'd been with them.

Morris: As a staff person at some point?

Heard: I presume, yes. I hadn't thought of that title in years. It just popped into my head.

Morris: I'm delighted to have the connection. I read a couple of reports they wrote in the late forties on multi-problem families.* They did a big study in San Mateo County. That doesn't seem quite the same as YM/YW group work.

Heard: No, that research organization did all kinds of things. But that was part of this standard accounting procedures that came out in 1964. Kreuger was on that on our National Welfare Assembly committee.

Morris: And also Mr. Sorenson?

Heard: No, Roy wasn't. This was just made up of national agency people.

Morris: Was this AYSO a national committee or just local?

Heard: Just the Bay Area.

Morris: Was it an ad hoc informal kind of thing?

Heard: Yes, and I think all we did was to put on these conferences. I don't recall that we did anything else. Nor do I recall what relationship they had—Roy Votaw probably straightened us out on this. Does he mention it in his comments there?

Morris: Only that Roy Sorenson was there.

Heard: At this particular meeting. What happened at that meeting was that there was a conflict between Ethel Brown and me, because of the positions that each of us held. As Roy said to me, "This comes down to a contest between two powerful women, each of whom believes in the importance of her organization." Now, I was chairman of the AYSO. What organization Ethel was chairman of, I do not remember.

Morris: Was that Mrs. Rollin Brown?

Heard: Yes, but what role she was carrying at that time in relation to conferences and workshops is what I think the issue was.

Morris: She may have been on the Governor's Advisory Committee on Children and Youth at that time.

Heard: She was. That was it. So I said, "I withdraw." And I did.

Morris: Then how did you end up as chairman of the annual conference?

Heard: Because that wasn't the AYSO—that was the committee which Roy Votaw and I had. I think the AYSO went out of existence that day.

Morris: It sounded like it.

Heard: That's right. That's what happened. I withdrew from it, which Roy and I agreed I would do. And then the Council on Children and Youth was formed, which I believe is still going on, doing the same kind of work as AYSO.

Morris: That's fascinating, because Roy Votaw staffed both the council and the GACY.

Heard: Oh, he did.

Morris: And they were both getting strong encouragement from Sacramento from Karl Holton, director of the Youth Authority.

Heard: That's right. We really served different purposes.
Morris: And your purpose was—?

Heard: Not governmentally associated, whereas Ethel's was. It basically came down to who was going to win at that meeting. And I said, "If that's what it looks like to the rest of you, then I'm with-drawing."

Morris: That must be an uncomfortable position to be in.

Heard: It was. It was an uncomfortable meeting.

**Involving Board Members**

Morris: Dr. Gordon Hearn appears in the listing, too.

Heard: He's at Portland now. He was active in those years, too. I gave you that illustration of the three concentric circles? That was Gordon Hearn's idea. I've used that over the years, and it really is an insight into what makes a group fall apart or hang together.

Morris: So once you had the answer to these three questions, what did Dr. Hearn suggest that you do about it?

Heard: That was up to the board—to look at their board members and see how they could modify the relationship. It involves how you recruit your board members. You don't want an awful lot in that outer circle. Or if they are an outer circle, how can you involve them so that they make a contribution. This is the reason why we have Alta Bates advisory trustees. We do not recruit board trustees except from the advisory trustees as a general practice, because we test them out in a committee in the advisory trusteeship. Every advisory trustee is expected to serve on a committee. We have a one-year sort of probationary period, and we have some for two years, or three years, and then you may be reelected. Some do not have time for board service but are very helpful on a committee.

But anyway, that's the process we have. A board seeing that possibility could get busy on it, if you've got the right kind of leadership at the top. That's why it's so important who your executive is, and that there's a partnership between the president and the executive.

Morris: It sounds like there was that between you and Mr. Votaw.

Heard: Oh, yes—we worked just like that.

Morris: Could you tell me a little more about the Association of Youth Serving Organizations?
Heard: AYSO. Well, I really can't because I don't have any material on it. It seems to me it functioned pretty largely in Northern California, but this I'm not sure about. It was just a group of the leaders in the youth-serving agencies who got together, and we had two or three youth conferences at Asilomar. I think we also had something to do with getting delegates to some of the Governor's Conferences on Children and Youth. It was a good organization as long as it lasted, but as I told you, it bowed out in favor of the Governor's Committee on Children and Youth. That's where most of the strength and the power in the convening of conferences went after that.

Morris: It sounds like this was the lay leaders in the youth-serving organizations.

Heard: Yes, it was.

Morris: Roy Votaw said something about Roy Sorenson urging this kind of an ad hoc--

Heard: Yes, he was the sparkplug for it. It's strange that I really don't remember much about it, except that we thought it was a good organization. But when we had that showdown we bowed out. The Youth Authority did some of the same kind of conferences.

Morris: And the interagency coordinating idea seemed to be big in the Youth Authority, too.

Heard: I guess so. I remember one conference or two that I went to that they called at Asilomar. I was a speaker at one of their conferences --had some discussion groups. That was in the days when I was doing boy and girl relations. I think I even have a speech I made at that conference, notes or something. I remember I was talking to these kids about conflicts between generations: "Why do your parents think that you should be in at a certain hour?" And about going steady, and, I don't know, all the things that kids are interested in talking about.

Morris: Was it primarily to encourage upgrading of the programs of AYSO or was it to reach out?

Heard: No, it was just cross-fertilizing, sharing ideas and concerns. I'm really awfully vague about it, because it's so long ago. But there wasn't as much cooperation between agencies as there has been in more recent years. I think the USO has been one of the contributing factors in that, because every one of those agencies in USO is a youth-serving agency. That's where we all learned to work together. Of course it was focused on the needs of the armed forces, but it made it necessary to involve the community membership of these agencies; when you wanted junior volunteers, senior volunteers, or a
lot of the resources for the program you were automatically drawn together. Every one of those agencies had its own expertise and its own clientele and it was good to be forced to work together on them.

Morris: Did it percolate down to an individual community, or was it mostly at the state level?

Heard: Oh, yes. It still does. For instance, the Bay Area USO draws leadership from all over the Bay Area. It's not as vital as it was during the wartime period or preparation for war, because the sense of urgency isn't there. But the same need exists. I got a letter from USO this week, oh, from Bob Hope, asking for money and giving a big plug for how important the USO still is—still the same needs. More that is scattered overseas. There's less in this country than, of course, during the war. How many bases and things did we have in California alone? I can't even recall.

Morris: An incredible number.

Heard: Incredible. Of course the USO has never worked on bases, its job is off-post recreation. I told you I headed that committee for about thirteen years. I really think that was one of the places where we did a really big job.

Morris: You were one who was a member of both AYSO and the USO.

Heard: [Laughs] Name what haven't I been in, I'm beginning to think.

Morris: Did Mr. Sorenson see the AYSO at all as relating to funding, either local fund-raising drives or public?

Heard: No, we were all members of agencies that were already funded through United Way or membership campaigns. No, we had nothing to do with that—just really a convening organization, which brought together groups. I came across some notes of a speech that Roy and I gave at the Volunteer Bureau in San Francisco; I was talking about how to get board members, and I think he was talking about what is a good board member. We had the whole day.

Morris: That sounds like a conference that I would be very much interested in going to next week.

Heard: That's right. The need has never changed.

Morris: Did this relate at all to the White House Conference?

Heard: No, these are all before that time. The first White House Conference was 1950. State organizations—that's how I got there. From being on the Recreation Commission. We had a certain number
Heard: of delegates we could send. The second time, in '60, Roy was the head of the leisure time section and I was discussion leader. I was also on the report committee, and I remember sitting up half the night putting together the reports from each of the discussion groups and then making this report at the evaluation session of each of the sections. I worked with Roy on that.

So that was a much more involved membership participation experience than '50 was. Eisenhower spoke in '50 and Truman in '60. Truman was so much better in his grasp of what was needed and what was going on than Eisenhower. It was really quite a dramatic contrast.

Morris: You felt that Mr. Truman was more supportive?

Heard: He was with it. I don't think Eisenhower had that kind of background or experience.

Morris: Other than having been in the military. Was he aware of the USO and that kind of thing?

Heard: Oh, sure. But this wasn't on USO--this was children and youth. I don't think it impinged on his experience, either at home or abroad, to the extent that Truman's did. Of course Truman had been the president through quite a few years of change.

Morris: By 1960, in youth services, did there begin to be a federal presence in funding and program direction and development?

Heard: If there was a fund direction this would have to come out of the United Way. And that would be very little until recently; now the United Way is much stronger and much more centralized and has much more control over the whole fund-raising in this country, than it did before Bill Aramoney came as head of it.

Morris: The national United Way?

Heard: The United Way of America. It's a very powerful organization. I can't remember when this national budget review thing came out--it must be ten years or more ago, when I was twice on the Traveler's Aid budget review hearing.

Most of the national organizations appeared before the national budget review, although the YWCA never has.


Heard: The national United Way. And if they got approval of their
Heard: program from CONUS, then it helped increase their prestige with the local United Ways and meant that you'd be more favorably considered in budget allocations and approval of your request.

Morris: At the local level.

Heard: At the local level, yes. So that really worked. Then United Way has developed an awful lot of other things. UWASIS II [United Way of America Systems Identification Services] which has just come out this spring, is a rating and a description of the services and major contributions of every member agency of the United Way in this country. One of the things we're going to do in national Traveler's Aid in our program committee is to make an in-depth study of that document and recommend that every Traveler's Aid across the country do the same thing with its board and its staff. So that's going to be one of my big programs for this spring—to get that going.

I think we'll try to set up a discussion group at our national council meeting in April on it and get it spread out so people understand what it's all about. Because Traveler's Aid is now listed as a major counseling service, which it hasn't been before.

Morris: That's interesting.

Heard: Well, that's primarily what it is. I don't know what's happening in some of the other agencies, but I'm sure there'll be changes.

I went to a party Tuesday night before I went to the city to see Katherine Hepburn, for the Bay Area Council for Social Planning. That's when I saw Al Taylor. It was so wonderful just to go and see all these old friends with whom I worked over so many years on so many problems. Dick Sims, I almost wept when he said, "I've let you down. We didn't save the BASPC." And Paul Akana came out for it; even though he's now with Bill Aramoney and gone over to the other side of the camp, I still admire him tremendously. There were many hugs and kisses around the room.

Morris: He went to the other side of the camp?

Heard: Well, he's with Bill Aramoney now, at United Way. United Way wants to take over planning as well as funding, which I don't approve of, and I'm sure Roy Sorenson is turning in his grave over the idea. But I guess that's the trend of the time. Anyway, the BASPC is no more.
Group Work Needs During and After World War II

Morris: What were the things that had happened to young people during the war years?

Heard: Well, there was a tremendous amount of movement of people into this area. How much did Richmond grow--5000 percent or something?

Morris: It went from 13,000 to 100,000 or so.

Heard: This didn't have anything to do with the California conference on--the governor's thing--although we did feed into the White House Conferences. But the AYSO was made up largely of the agencies that became the USO. So that's the YM and the YW, the Salvation Army, the Jewish Welfare Board, the Traveler's Aid, and the Catholic Services.

Morris: But it was coincidental?

Heard: No, not necessarily, because they were the youth-serving agencies. During World War I there had been a division and a certain amount of rivalry between them, particularly the YMCA and the Salvation Army. But these came together in the USO, and have been there ever since. Now we're about to break up again, I hear.

Morris: Were there increases in juvenile delinquency, or emotional disturbance--?

Heard: There was the whole question of getting into the services. Setting up recreation programs. It was awfully hard to say what was separate and what dovetailed.

Morris: I was thinking about the postwar kinds of problems, since this council seems to come along after the war.

Heard: Well, there were still those children who were locked in their homes--what did we call them?

Morris: Latchkey children.

Heard: Latchkey children. Richmond was full of them. All of the war industry places had these kinds of problems, in particular. There was a schooling problem; a lot of these kids could hardly even speak English. There was an influx, which San Francisco had never had, of the black community--and the antagonisms, and the resistances, and so forth, which resulted from that kind of an influx into the community. There was such a multiplicity of
Heard: problems. I suppose if you wanted to use one word it would be the assimilation into the community of all these different kinds of new people—not necessarily all new, but in such quantities that it was overwhelming. There was no social structure that encompassed it.

Think of the enormous change that's happened in the Aid to Dependent Children, for instance. The whole role of welfare had hardly begun in those days.

Morris: Was there also a new batch of social work theories available?

Heard: That's where all these group-work people were so helpful.

Morris: Were those group-work ideas new? Had they not been used very much before World War II?

Heard: Oh, I'm sure they had, but I don't think that the whole theory of group work was developed to the extent that it is today.

Morris: From the state level, the Youth Authority, Corrections, and the Department of Education—coming out of World War II, they all had the feeling that their plan and their program had had no development for ten years. First the Depression, then the war—there's been no money to spend on plant or program from the public service point of view.

Heard: That's right. So there was an enormous number of capital campaigns.

Morris: Was that also true in the private agencies?

Heard: Oh, yes, because a lot of the agencies were really worn out—their buildings were worn out by the pressure. At that San Diego YMCA, the Armed Services YMCA, when I used to go in there—you could barely stand up in the place, it was so crowded. So the wear and tear on that building was enormous. The same was true of all of the agencies that served youth.

Morris: Because of extra demands during the war years.

Heard: Oh, my goodness, yes—just the pressure of participation. The swimming pools—everything. The San Francisco YWCA had to redo the swimming pool, we redesigned the lobby—I don't know, an awful lot of things. The gymnasium. They all had to be refurbished. It was a lean period, and great demand.

But I think probably one of the positive things about the war experience was the cooperation between agencies that developed—like the USO, which was really the AYSO, as I've indicated, although Catholic Community Services was a new member. It was the first time
Heard: they had ever had, for example, a women's division. I think our Recreation Commission was terribly instrumental in a lot of ways, as I think Skip [Sterling S.] Winans probably pointed out, in helping enrich and deepen their program. Ways to serve--this is what group-work experience brought to that particular need.

Morris: So this council and its conferences were low on your level of priorities, but tied into all of the other things that you were doing.

Heard: I would think so. That's why I find it, in this interview with you, so difficult to separate one from the other.

Morris: Well, they do overlap.

Heard: They overlap so, and because they all were concerned with the problems of young people or organization. Roy Sorenson and I used to put on workshops in San Francisco. Now, what in the world were they about? On board organization and structure.

Morris: How valuable. Were they well attended?

Heard: Oh, yes, they were the presidents and board members of all kinds of agencies. And Junior League I've spoken to lots of times on how to be a good board member and such. But these were all opportunities to disseminate some of the things that the group-work people had known for years, but which seemed to be a big surprise to a lot of others.

It's interesting, but before we got into this idea of a cross section of the community as a board requirement, most of the boards that I've been on, except for the YWCA, were pretty middle class--I would say in the donor category of community members.

Morris: That's the general conception.

Heard: Isn't that your understanding too?

Morris: As the groups that have formerly been excluded become visible and begin to take part, this is their comment: "Those of you who think your board is representative should take a look and realize how very homogeneous they are."

Heard: One of the requirements now of the United Way is that you set down in your annual report the composition of your board and staff. How integrated is it?

I'm just an honorary member now of the USO board in San Francisco, but we have four or five Negroes on our board now, and that's new. I don't attend enough meetings to know how effective they are.
XXI STATE RECREATION COMMISSION, 1947-1960

**Pioneer Appointee**

Morris: It would seem as if these workshops on board organization and management would be even more useful in 1976 than they were in '46.

Heard: I think some of the problems would certainly be worth discussing. It's a little different problem when you have a statewide committee, which our Recreation Commission was, for example.

Morris: That presupposes a certain level of confidence and experience.

Heard: That's right. It depends on the kind of a board--whether it's local or neighborhood or what--what its problems are. It's sometimes easier to work effectively on a wide representative board, I mean geographically, than on a neighborhood one.

Morris: There's a certain detachment?

Heard: Yes, and there's a certain freedom, don't you think? I mean, you're more restricted on the Berkeley YWCA board, for example, because all the people know you: they know your background, they know your family. They know, "Oh, she's apt to say this or do that," or they know your opinion ahead of time. This doesn't happen if you've got, well, like the trustees of the University Foundation, because we don't meet that often. On the executive committee I feel much more certain about what the reaction's going to be to some people and some issues that come up.

Morris: Because you know them.

Heard: Because we know them better; we've worked together. But on the board of trustees--especially when they've only been on a year, not even a year, half a year since last June. We have a lot of new members--I don't even know who some of them are; you only see them once or twice a year.
Morris: A year is quite a long time. Do you feel it takes that long for a group to really assimilate its new board members?

Heard: It would depend on the kind of organization.

Morris: On a statewide appointment like the Recreation Commission, are there political kinds of considerations? Did you have any advance indication that Governor Warren was considering you?

Heard: I got my appointment when I was in China, and it was signed at the consulate in Shanghai and sent back. No, I didn't. I had a lot of friends, I know, who thought it would be a good idea because of my identification with youth and recreation and USO—that probably had a lot to do with it.

Morris: Do you think they submitted your name?

Heard: I have no idea. I don't know. I never inquired.

Morris: How about Mr. Knowland? Did he talk to you at all about it?

Heard: No, because they were separate. He was on the State Park Commission and they were very separate from us. It was only recently that the two have come together—since Joe Knowland's death, as a matter of fact.

Morris: Yes, it has been that recent.

Heard: Very different now. You've got the history, I think—thirteen years on the Recreation Commission.*

Morris: Right.

Heard: That gives you the background, I think.

Morris: It does. I was thinking about it in terms of individuals who were already in state positions. Were you already acquainted with Mr. Knowland as a local East Bay person?

Heard: No, I don't think I knew him. He had nothing to do with it. He had no relationship to us.

Morris: I've heard that he was an advocate when Asilomar was being—

*See supporting documents for comments by Skip Winans, former executive of the California Recreation Commission, on working with Mrs. Heard.
Heard: Oh, by that time I got to know him well. Newton Drury was the executive, and he and I worked very closely together. No, he's a great person. Of course, Joe Knowland was a fighter, and he wasn't going to give up and let that governor run him. So we put on quite a show.

Morris: That was Governor Knight.

Heard: Yes. Now, you have all of that Asilomar stuff?

Morris: I do, and we talked about that.

Heard: And I said, "You have to do this. I can't go through that again."

Morris: The speech you made was perfectly beautiful, and still carries a very strong emotional commitment.

Heard: It sure does. That's why I can't live it over again.

Morris: Do you recall when the first session of the Recreation Commission met?

Heard: We met, I would say, eight or nine times a year, and we met all over the state. You asked Skip about our particular involvement—I wrote down the number of times they were in our house, which depended on whether we were meeting in San Francisco or not. Because we did not meet regularly in one place.

For example, in 1947, December 19th was the first meeting. Then in '48 we met in Los Angeles, San Francisco, Los Angeles, San Diego, San Francisco. We had an annual conference every year which we put on.

Morris: For recreation people?

Heard: Yes. In '49 we went to Santa Barbara, San Francisco, Los Angeles, San Francisco, San Jose (where we had the state conference). In '51 we had the state conference in San Diego. In 1947 we had a planning meeting of the conference committee. Oh, that was for our own conference. Dinners we had at our house, for instance, in '58, '59.

Morris: When you had a group like the commission members for dinner, did you have an agenda in mind that you and Bartlett were interested in?

Heard: No, just fun. Whenever we met in Sacramento the Winanses usually had us at their house for dinner. Then Dutch [Leo D.] Hermle—when we met in San Diego, General Hermle always had us to dinner at his house. We went with the mayor and Dutch and other bigwigs down to Tijuana one evening.
Heard: Here's an award I got from the Conservation Council in 1954. Quite a long list of us received the awards from all kinds of conservation organizations.

Morris: Good. We'll put this with your papers.

Was Mr. Winans the first director of the Recreation Commission?

Heard: Yes, until he retired. Then we had one of the former staff members. I don't remember what happened after that.

Morris: Let's reconstruct some of the first meetings of the commission.

Was Mr. Winans already on board as director?

Heard: Yes, he'd been appointed. Well, I suppose we had the business of getting acquainted with each other. It was really a great group, some of whom were on as long as I was—Ethel Brown and Judge [Gareth W.] Houk. Both original members.

Morris: I think so.

Heard: I don't think anyone else but Judge Houk, Ethel, and I were still on the original list.

Morris: Yes, that's what I'm looking for. How did you and Ethel get along in this context?

Heard: Oh, fine. We are very good and close friends. The reason is that I never contested her position of superior leadership. After Dr. Dykstra died, Ethel became the chairman. She was a very good chairman. She's a wonderful person; I am very fond of her. I think that was one of the outcomes of that Asilomar experience. She saw that I was not there just for the position.

One of the reasons that I was never vice-president was because Ethel was the chairman and they didn't want to have two women. I said, "Heavens, that doesn't make any difference to me." No, I see her whenever I'm in Washington, and I hear from her once or twice a year.

Morris: What are her particular gifts?

Heard: She was statewide president of the PTA. She'd been on several commissions and councils in the Los Angeles civic government. She really knew her way around in the statewide organizations and had a broader experience that I had. Mine was so centered in the
Heard: youth-serving areas, and in the USO, and things like that, which was statewide and national. I think I probably had more national and world experience than she did, but she had much more public administrative experience. I think she was on a county welfare board in Los Angeles. She had a lot of experience in the state, which was much more than I had had.

We had to spend the first year or so outlining what we wanted to do, as you have in that booklet on the history of the organization.* We put on the annual conferences; we began to pull the leadership of the recreation departments in the state together. Some of the executives never knew each other before, because, as far as I know, they never had those conferences until our commission was appointed.

Off-Post Recreation for the Armed Services

Heard: I think one of the big contributions that I personally made, one that Bartlett and I together did, was these sessions in our house. We had a reunion at Tahoe in 1967 of all that could get there, and that was fun. But what I personally did with Skip was the organization of the off-post recreation for the armed services. That was definitely related to my experience in the USO.

Morris: Did you take the appointment to the Recreation Commission with that as one of your goals?

Heard: No, this developed after the war. I think we only organized that—I have it down someplace. It went on for thirteen years, until I went off the commission. Then there wasn't anybody who was equipped to carry it on.

Morris: How did that work?

Heard: Oh, it was a fabulous commission. The USO clubs went on for a long time; they're still going on. Now we don't have any national agency-operated clubs. We have nationally chartered clubs, but they're identified directly with the national USO. None of the original member agencies operate clubs now. But at that time they were doing it.

*See supporting documents.
Heard: We had a segregated pattern, which was eliminated eventually, as you know. But then they didn't know what to do in an integrated club, because NCSS club directors who were appointed were pretty largely men who had come out of some athletic sport. All they really knew how to do was put on games. Dances were terribly difficult for them because they didn't see how to get around the interracial problem.

So Skip and I organized the committee which was made up of officers from the three services at the command level. They had to be at the command level, at least a colonel who had some authority, to put into practice the things that came out of our discussions. We put on a two day conference and brought James Madison out from the National Recreation Association. Then we developed a little book which Skip refers to, which he says I wrote. I don't remember writing it—I'm sure we both did together—on things you could do in a club besides dancing.

Morris: That's marvelous.

Heard: It really was. That's one of my big contributions.

Morris: Is there still a copy of that around?

Heard: I haven't one. Maybe National Recreation Association does. Skip ought to have one. I wish there were, because I think that was a good document.

Morris: Yes, it sounds like it would still be useful.

Heard: Of course, it just seems like a primary grade thing now. It still is a problem because there are junior volunteers who find it difficult, and their mothers and fathers—

Morris: And there must be young black servicemen who find it difficult.

Heard: That's true, although it's less true than it was. But I don't think that USO clubs now depend on dances nearly as much as they used to. They're easy to put on is one reason; it's easy to get the band from the nearby military facility to play and so forth. But if you look at the program of the San Francisco USO or Oakland or any USO club, you'll see that there are trips. There are all kinds of things going on that have nothing to do with whether you're black, white, or green, or yellow.
Morris: Were you encouraging these activities in city recreation departments?

Heard: Those people we saw at our statewide conference every year, so there was an opportunity to talk there. But these were with the military that I'm talking about.

Morris: I see. You were encouraging the military bases to help the young men get off base.

Heard: Yes, it had to be at the command level, so there was something they could do about it. Then, of course, through USO itself we worked on this in the clubs. But our Recreation Commission pioneered in this interpretation to the command level because they were the ones that selected the recreation specialists. They didn't know what to do with them, except to have an athletic competition or something. So that was the group that we were trying to get this information to and let it disseminate down through their command chains.

Morris: Do you think they heard your message?

Heard: Oh, my, I think there was a big change. You wouldn't recognize a USO club now, probably, from what it was twenty years ago.

Morris: So the message not only got across, but it's been followed up on?

Heard: Oh, I think so. Of course, now, on our USO board in the Bay Area we have the commanding general, admiral, air force, coast guard, etcetera, officer on our board.

Morris: So it's fed back into the USO, too?

Heard: It's fed back into the USO from their services. USO is also only concerned with off-base; we don't do anything on the bases. But that was where we were anxious to do something during the war period and immediately after through this armed services committee, because they were doing all the recreation on the bases but inviting groups of girls from the community onto the base. So they needed this information for their own purposes. What we were aiming at was what went on in the services—army, navy, air force.
The Governor, the Public, and the State Parks Commission

Morris: Did Governor Warren meet with the Recreation Commission at all?

Heard: No.

Morris: Did one of his secretaries serve as liaison at all?

Heard: No.

Morris: That's odd, since you were appointed by the governor.

Heard: I guess it was a staff thing. Earl Warren came to a couple of our conferences, but no, we never met with him. He received us once; we all went in and said hello. Then at some of our statewide conferences—I remember one in Sacramento, he came and spoke when we had a statewide conference there.

Morris: On a recreation issue or something that he was--?

Heard: I don't even remember what he talked about now, but I presume that that was it. Helen MacGregor was his secretary for years and years and years and I knew her very well.

Morris: That's what I meant by liaison.

Heard: I don't recall if there was anything. Ethel and I both knew her well and I'm sure if we had anything we were free to talk to her, but I don't recall ever doing it. No, it was up to Skip, really, at that level.

Morris: Staff to staff. I wondered if there was anything that might be called a lobbying function—things that the commission might feel should go to the governor?

Heard: No, we said quite markedly in our material on that that we were not an opinion forming—or something it says in the front of that book.

Morris: Since the governor took the trouble to see that there was a commission established and then appoint people, I'm curious what kind of interest you received from the governor's office.

Heard: Oh, all of us thought he was very friendly toward us, but he had a lot of other things to do. After all, when you form a commission it takes them a while to develop the program, just as we did for a year or two. It took us a long time to establish contact with local recreation departments, for example.
Morris: Throughout the state.

Heard: Yes, that's why we started these statewide conferences and met in different parts of the community. Our commission was always open. That was one of the things I learned early on, too—how you work when the press and the public are sitting in on everything you say and who said it.

Morris: How do you handle that?

Heard: We never went into an executive session, but we found ways to talk privately. I'll put it that way.

Morris: On a one-to-one basis?

Heard: Yes, or even if we just had dinner by ourselves. We didn't use those opportunities to make policy or frame up something, but in a new group you almost have to find sometime when you can talk freely and openly, and not with the world listening in on what you're saying. Any board has to do that. I don't recall our ever going in to an executive session, although we may have when we discussed budget or something. Although that also is public.

Morris: The finished product certainly is. Did you find the press helpful?

Heard: We never had any great problems. I remember one situation—this was fun. It was in Long Beach or San Diego—one of those places down south, anyway—we had a separate meeting, which I chaired, with parents invited. I don't know how we got this group together, but they were invited to discuss the problems of youth. There was a lot of discussion about kids going over to Tijuana. Their idea of a good time was getting over to Tijuana, and this was causing a good deal of concern for the community. I remember I said to the parents, "If you were going to have a night out, do something exciting, what would you do?"

Morris: Go to Tijuana.

Heard: "Go to Tijuana." [Laughter] And everybody just burst into laughter, because there was the answer right there.

Morris: We've talked a bit about Mrs. Brown's skills and interests. How about General Hermle and other members of the commission?

Heard: Andy Barthwick was only on a short time, but he was very effective because he's well known over the state. He's a very prominent banker in San Diego. General Hermle, of course, brought in military experience because he had been—I was going to say knighted, but practically that for his service in the wars.
Morris: Did he work with you on making these contacts with the military for the operation?

Heard: No, just Skip and I worked this. He wasn't available, really, because we met mostly in San Francisco. The armed forces committee usually met here because we were near lots of the army, navy, and air force bases so we could get the representatives to attend.

I would say that Judge Houk was probably the most effective member. He was a member until its dissolution. He's a judge down in Visalia—very experienced person.

Morris: Did he have a special interest in recreation?

Heard: I don't know that he did until he got on this commission, but he began to develop it. He knew the whole valley area very well, because he did cases in Fresno.

Dean Cromwell was track coach at USC. He coached the Olympic track meet in Russia. We had an awful lot of fun with him as he described some of the Russian ladies.

Morris: That's a pretty interesting assortment.

Heard: Early on there were a couple of younger men who had to drop off. Al Marty, who died, was labor representative. He lived in Sacramento. Arch Davison was from Colusa. He came on to replace somebody—a younger man who had to go off because he couldn't give the time. He was very good. I think everyone on our commission was really a skilled person—participation on a wide area of interests, so they knew how to work together to put together a set of priorities, to develop the charter, really, for the commission. It was a real good experience.

We used to meet two or three days a year at a commission workshop. I remember we had two or three meetings at Asilomar where we stayed, and we worked hard on different projects. Those were the times, probably, when we were by ourselves.

Morris: That's not the kind of thing that the press or the public would want to put the time on.

Heard: It was just a workshop for our commission. That was really very helpful. I enjoyed being on that commission; it was a lot of fun. I think it was a very effective organization, and I'm sorry it's part of Parks and Recreation now.

Morris: Why do you feel that that would not be a good thing?
Heard: Because the Park is a much stronger program that people understand and want. It will always be the dominating interest.

Morris: You mean within the state government--more people will want more parks?

Heard: Yes, they see them. They see recreation as something within parks.

Morris: That's why I wondered why there was a conflict.

Heard: I don't think they see recreation in the broader community sense--like off-post recreation, for instance, that really doesn't interest Berkeley.

Morris: No, it's really startling the way you forget there are all those men in uniform.

Heard: Certainly right now, when we're in an anti-military climate, people are not supporting the USO, the programs for the armed forces, because they think, "Well, gee, they're all getting paid a good wage. Why do we have to do anything?"

Morris: How had you and Helen MacGregor gotten to be acquainted? Was this before you knew her in the governor's office?

Heard: Heavens, I can't remember when I didn't know her. We have known Earl Warren a long time because he is a fraternity brother of Bartlett's.

Morris: Did you stay in touch over the years? He was here in Oakland for a long time.

Heard: Yes. Bartlett knew him better than I did, of course, because I think he used to come to some fraternity things. But I must have got acquainted with Helen MacGregor because she knew all the commission people.

Morris: And she was particularly interested in the whole youth area?

Heard: Oh, yes, and then she was on the Alameda County delinquency committee that I was on for all those years.

Morris: But that's later.

Heard: That's later, so I got to know her then. I imagine that's how I first knew her--in meeting her in Sacramento. Because I remember saying to Earl Warren, one of the times he came to our conferences up there, how much I enjoyed working with Helen MacGregor. And he said something to the effect of, "That's fine," or "She's a great person"--words to that effect.
Morris: I wondered if she ever used her skills as an attorney on any of these things you worked on together?

Heard: No, if she did it was on the delinquency committee, and that wasn't really the role that was needed there.

Morris: I think that gives a good picture of your work on both the Council and the Recreation Commission.

Heard: I think except for the documents that's about all I have.

California Recreation Society and Commission Conferences

Morris: What about this California Recreation Society?

Heard: That was made up of the members of boards and staff of the local recreation community—the Berkeley Recreation Department, for instance. They were the ones who came to our statewide conferences.

Morris: I wonder if it was like a Friends of the University?

Heard: No, it was people who were actively involved in recreation at the local level.

Morris: I see. Almost a professional organization.

Heard: Volunteers, too—board members, staff. We usually had big conferences—200 people or more. I remember when we were in San Diego one time, one of the speakers was a professor at UCLA. Quite deaf. He was making a speech, and we had an earthquake. The audience all began to laugh, and he was completely puzzled as to what was going on. He couldn't hear it. It was just one of those little shakes.

Morris: Did you work on planning those statewide conferences?

Heard: Oh, yes. Our commission did those. I guess we did also have a conference committee that helped, and we got suggestions from various people. Of course, in every city it was in, there was a committee that arranged all the hospitality and the special events; and if we had an evening off and that sort of business, that was done locally. I remember several of those. In San Jose we met two or three times; they always did a nice job, because they had a big auditorium. We went to Riverside once, and the Riverside Inn.
Morris: Did you get up north at all into the mountains?

Heard: I don't think we ever had a statewide conference any further away than Sacramento, because there weren't that many recreation departments. We had commission meetings up there. We went to Eureka once.

Dr. Dykstra was still our chairman, and he drove up with Bartlett and me and a couple of other people. He drove, by the way, and he was a wild driver. He really had us nervous. Oh, and Harry Stoops, who's the executive of the Chamber of Commerce in Berkeley, used to be with FSA --I worked with him in USO, because he was the representative for this region, when we got facilities through FSA. I've known Harry Stoops for a thousand years. He can tell you dark secrets in my past, I'm sure [laughs], if you ever want to talk to him.

I remember one time about Harry: we were at Mt. Rainier, and I guess it was a USO thing. He was there because of FSA, and there were quite a few people there. He was leaning in his chair back against the wall and he went right through the wall.

Morris: Good heavens.

Heard: It was a flimsy kind of a place. What was I trying to tell you?

Eureka I was talking about. So we were driving up to Eureka. We got there, and one of the things they had planned for us was to go out in a boat. Eureka is not noted always for its calm seas, you know. The PTA had provided a buffet luncheon we were going to have on the boat, and we were all fishing. Harry caught something --I think it was a crab--and I think I caught something, and that was all that we caught. But the storm came up, and all of the food that these women had prepared that was on the table down in the galley fell on the floor. So they just picked it up and put it back on the table. We were darn lucky that we got back safely on that trip. It was quite an experience.

Morris: That was more recreation than you'd bargained for.

Heard: That was one of our only adventures.

It was a great loss to all of us when Dr. Dykstra died, because he was a wonderful, wonderful chairman. A fun person to be with. He played the piano beautifully. I remember at some dinners at our house he would sit down, and someone would keep filling up his cocktail glass until it was beyond the point one time. We had a lot of good times together. Then Ethel became the chairman and she was the chairman for the rest of the time that I was on.
Mood of the 1950s

[Interview 11: January 13, 1977]
[begin tape 20, side 1]

Morris: You were telling me about Charles Hogan--

Heard: Charles Hogan came down to Asilomar with a friend of his for one of our Y-teen conferences, and that's when he first talked about some of the new economic ideas, which were very startling to some of the daughters of big farmers in the Fresno/San Joaquin Valley area. I remember I kind of had to smooth their ruffled feathers.

Morris: Had he been in England studying?

Heard: He had just come back from Oxford, yes. He'd been studying there. He was full of Keynesian economic theory. These kids had never heard of anything as dramatic as that.

Morris: Few Americans had.

Heard: Few Americans had. So he seemed like a total stranger from outer space, I'm sure, to them.

Morris: What was there particularly that was upsetting to daughters of farmers?

Heard: Well, I can't remember now, because it seems like old hat--that Keynesian economic theory. I don't even recall what it was. It was very startling to them. I think you have to ask Charles about that. Then, of course, he was on the Meiklejohn school staff here. He had studied with Meiklejohn. He's a great pal of
Heard: Helen Meiklejohn. Then he was at the UN for a long time. He was the head of the staff for the Economic and Social Council.

Morris: How had he happened to go to the UN?

Heard: I don't know. I think he had always had a lot of contacts worldwide.

Morris: He kept up his overseas contacts when he came back from Oxford?

Heard: I think so. I don't really know how he got there. After he left the USO he went to the Seamen's Institute in England for a while. Then the next, I think, was that he was at the UN. He was there for a number of years until he retired. Then he went to Drake University in New Jersey? He was on their faculty for a long time, until he retired from there. Since that time he has been sort of batting around; he hasn't done anything. I think he would like to do something, but I don't know exactly what. You can see he still keeps his hand in politics, going back to participate in the campaign. He is, of course, a very ardent Democrat.

Morris: Did you get involved at all in the Meiklejohn school, or were you involved in other things?

Heard: No, I didn't, although I know both of them. I told you Helen Meiklejohn gave a discussion group that we had at the Community YWCA. And Dr. Meiklejohn and Mrs. Meiklejohn taught my sister and me to play bridge; we used to go to Cloyne Court one night a week and play bridge.

Helen Meiklejohn came out. I told you this, I'm quite sure.

Morris: I think so.

Heard: About supposing to be deeply involved with Lowenburg? She was supposed to be engaged to him, but I doubt that this was ever true.

After doing that student-in-industry experiment I told you about, she was with the federal agency that was working on these equalizations of pay and so forth. I don't recall the name.

Morris: Could it have been the beginning of the Social Security Administration?

Heard: It may have been. It was called the federal something. Charles would be able to tell you that. So I met her again in that context when she came and did this group discussion for a couple of years at the Community Y.
Heard: I knew Helen's sister over a period of twenty years or more—Marion Mercer. She died two or three years ago. But she was a very interesting and wonderful woman, and so was her husband. He was with one of the big sewing machine companies. Whenever I was in New York I saw them, socially. They had an apartment at the Hotel Barclay, and I used to go over there.

Morris: You must have been aware of Helen Gahagan as an actress.

Heard: No, I wasn't. I don't really know Helen Douglas. The most I've ever known her personally is that I went to hear her give a reading of her poetry. I guess she was on an artists' circuit and she did readings of poetry. I went one night in New York to hear her. I went with Charles.

Morris: Then after Hogan needed some support in testifying, you felt it was important to support him—

Heard: When he was applying for the UN position. Phil Angel helped me draft a document I sent in.

Morris: You testified by letter rather than in person?

Heard: Yes, from here. I was pleased that he used me for a reference—that he felt my word would count for something, I guess. I know that Helen Douglas was one of the other people.

Morris: Let me get it clear in my head. It was about his—

Heard: Competency, or his—

Morris: Loyalty as an American citizen?

Heard: Loyalty, yes.

Morris: In relation to taking a position at the UN?

Heard: To this UN post. Right.

Morris: Then when Mrs. Douglas was running for the U.S. Senate—in the letter to Miss Woodsmall you said it was a very hot election.

Heard: Oh, yes.

Morris: And I asked you which side you were on in the Nixon-Douglas campaign.

Heard: I wasn't on the Nixon side, that's for sure. But I wasn't connected with it. This was just an observation of any citizen knowing what was going on in California.
Morris: I see. I wondered if you were moved to--

Heard: No, I wasn't involved. I don't remember, although I can remember those pink papers that Nixon got out. That must have been also about the time of that Mrs. Dilling's Little Red Book in California, which I never made because I was too young at that time. But most of my friends were in it.

Morris: I think we placed that a little earlier in time--earlier red, communist troubles.

Heard: Might have been. But it all sort of went along for a period of time there. Then, of course, the YWCA and the Girl Scouts and everybody got involved in the same accusation.

Morris: Still in the fifties?

Heard: I think it was in the fifties, because I remember at that Atlantic City YWCA convention I think I told you about--Elsie Harper and I went out every time this girl from the industrial assembly went out so she couldn't caucus--surrounded her. [Laughter] I suppose I got my early training as a detective, I don't know. Anyway, we really made it impossible for her, at least during the convention sessions, to gather a little caucus.

Morris: Were you then active enough in University affairs so the loyalty oath troubles at the University--

Heard: No, I was never involved in that, just as a citizen.

Morris: I wondered if you were close enough as an observer to have any sense--

Heard: I think we all had a sense of outrage that some of the people that we knew--but I wasn't actually involved in any committees or protests that I recall.

In the fifties, you see, I was pretty involved in world travel. I remember in that stuff on Germany I mentioned several times that people were disturbed about German-American relationships. I don't think it centered on that loyalty oath, because they had enough communist troubles of their own in those days. So I don't know that they would have been that critical of the United States as some other places might have been.

Morris: Some people considered it a witch hunt when Senator McCarthy was at his height.
Heard: Oh, sure. We all came to recognize that that's what it was, and of course that's how Nixon made his fame. He latched right on to that.

Morris: Was the general feeling amongst people you knew that it was a political thing more than an actual number of communists infiltrating the government?

Heard: The Hiss thing colored all of our thinking--those of us who'd been at the United Nations conference. I still don't feel like I know the truth of that. I think we had a "the facts aren't all in yet" attitude.

Morris: So there was enough concern to give some credence--

Heard: Certainly we were concerned. But it was awfully hard to get hold of, because there was such a feeling sweeping the country. When you think that it got so far that the Girl Scouts had to take a song out of their songbook. The YWCA was asked to take out one, a miner's song, and we refused to do it.

There was a lot of pressure. The YWCA and a lot of other organizations were on the suspect lists for a long time. Maybe the YWCA still is, for all I'm told. The YWCA's great model has always been its two motivating forces, which are faith and action. And it's where the action comes in that we've gotten in trouble lots of times: over the race relations, the unions, the communists, the women's lib--all kinds of things that are still going on in the YWCA, as you full well know.

Morris: In some people's minds there is the combination: if they don't like what you're doing, therefore what you're doing is wrong.

Heard: And it's disloyal and unpatriotic, it's communist-inspired. Name any label you want to put on it, derogatory, and there it is.

Morris: I ask you this because I think it's very useful for the historical record. Talking to young people in their teens now, they don't understand what all the fuss was about.

Heard: I don't think they can. The world has changed so enormously. Any more than older people can understand young people--the hippie period, of this shacking up and not getting married. But now I notice that marriage is becoming much more important. There's this whole new shakeup over the decision that assets have to be divided fifty/fifty.

Morris: Whether you are married or not.
Heard: Whether you are married or not, or whether you made a contract verbally, which can never be disproved, or whether you've got something written. Things change so rapidly now—the whole attitude towards what is right and wrong. Well, basically, it doesn't change, because there's the same regard for other people's rights down underneath. But how they express those interests certainly changes.

Joseph R. Knowland and the Acquisition of Asilomar

Morris: The patriotic question reminds me that I have a couple of questions about the Recreation Commission that we were talking about last week. This question came up in the business of the negotiations to have Asilomar become a state park in California.

Heard: Oh, sure—Mr. [John M.] Peirce. He was state director of finance. My bitter enemy.

Morris: Was he an enemy of the state recreation program?

Heard: No, he was an enemy of acquiring Asilomar for these reasons: it would be a political football; he thought five women couldn't run it without getting in financial trouble; and he thought that the kind of conferences that had long come to Asilomar would never come there, World Affairs being one. He just was against the idea of the state acquiring it. So he latched onto this "Lace Curtains" document, which was printed against the YWCA in that period. I thought I had a copy of it, but I don't. It's probably with that stuff on early history I gave to the Berkeley YWCA.

Morris: It sounds like an interesting historical document.

Heard: It is, but it was just one of many. So Mr. Peirce latched onto that. The governor promised to approve the acquisition if we got a resolution through the legislature, which Bernice May and I did. Both houses unanimously approved it, and then the governor pocket-vetoed it. We felt that he was a coward, but that Peirce was the one behind it.

Then was when Mr. Knowland said, "If you think this is going to win you any awards in heaven, no sir. We're going to have that project." So he and I went to work on it and we finally put it over.

Morris: What changed, then? What did Mr. Knowland suggest that made it work?
Heard: One thing was that our foundation bowed out. That was the thing that put it over.

Morris: Was that Mr. Knowland's suggestion?

Heard: Well, Mr. Knowland, Mr. Drury, and I worked this out. We knew we had to do something that Mr. Peirce would accept. I think he really felt that this was the YWCA still owning and running it, but under a different hat.

Morris: Did you and Bernice and any of the other of the group of the foundation go and meet with Mr. Peirce yourselves?

Heard: Oh, sure. We had a lot of talks with him. In fact, he came down to Asilomar once and we went over the place. I'm not sure that our Recreation Commission wasn't--well, anyway, they were on my side, too. I remember Ethel Brown said she would kick him down the stairs if she had the opportunity. I don't know. Anyway, Mr. Knowland, and I, Mr. Drury, and Bernice thought up that idea.

It was really painful to us because we knew we'd been doing it all these years and could keep on.

Morris: And to have to bow out of it.

Heard: And to have to bow out of it because of that blankety-blank-blank. And yet, in the end I think it was probably a good idea because, heavens, I would probably still be going back and forth down there.

Morris: I'm interested that Joe Knowland came to the rescue, as it were, because in some circles he was also considered to be hot under the collar on the loyalty question.

Heard: I know, but he really came through like a million dollars. Oh, I really like that man. We had a lot of fun together. I think I told you that there's a plaque over the fireplace at Asilomar that says something about the YWCA Foundation and so on. When we unveiled this, Mr. Knowland and I pulled the cord that was concealing it at the same time and he said, "This is not the first time that Mrs. Heard and I have pulled strings together." [Laughter] Which I thought was lovely.

Morris: Marvelous. So was it the same route again? With Knowland's and Drury's help you went back and got it approved by the legislature?

Heard: It didn't have to be approved by the legislature then. I don't recall what the process was. That was at the time when we had
Heard: matching funds for acquiring. I think it was just because the Parks Department approved it. They had the money and they could do it. Once we agreed that we would bow out it went through very smoothly and the YWCA got $350 thousand from the state for the property. I was very pleased to hand them the check. Especially since the national board had carried it on their books at a dollar. Well, we still owed them about $100 thousand out of the $200 thousand we had borrowed, because it had only been four or five years since we'd been paying it off at $10 thousand a year. So part of the $350 thousand was for that. It also included the losses incurred over the years by the national board so it really did no more than repay the debt and losses. I think this is customary in most institutions—they carry these things at a dollar in their books.

Morris: That makes sense, since they are in a special category.

Heard: They're tax exempt and so forth. Although we paid taxes to the city of Pacific Grove on property.

Morris: Taxes, or fees in lieu for service?

Heard: I think we payed taxes. I would have to check that. I've got all the Asilomar financial reports, I think, although I might have thrown them out. We had the fire department and various other services from the city of Pacific Grove, so there were certain obligations we took on. I would have to look that up.

Morris: It's a continuing question between municipalities and nonprofit organizations, including the University.

Heard: Sure, look what's going on at the Vatican right now.

Morris: And as time goes on it gets to be a more important question, I guess, for both sides—the people receiving the service and those not receiving taxes in return.

You said that when Earl Warren had first appointed you to the Recreation Commission he didn't really personally have that much contact with the group. Did Governor Knight?

Heard: I don't think so. I don't remember ever seeing him very much. He came to one of our conferences at which I was a speaker. I don't recall that any of the governors have ever involved themselves in any of those regular meetings.

Morris: Did you have any personal conferences with him when you were working out the Asilomar purchase, or did he just veto from afar?
Heard: Well, sure we did, because he promised to approve it if we got that resolution through. At least we had that one conference with him. But after he pocket-vetoed it we were really off him, so we didn't bother with him anymore. That was when Mr. Knowland picked up the cudgel, and I think that Mr. Knowland had enough weight with the governor for the Park Department to really do something. And, of course, Newton Drury was world-famous.

Morris: When we were planning these interviews you said that Mr. Knight did take the trouble to call you and was apologetic about not reappointing you to the commission.

Heard: Oh, yes, but then that's just politics—the regular turnover. I'd been on since the beginning and I didn't expect to be reappointed. In the first place, they were getting in a different group of people—many more Democrats. That's when Rudd Brown came in. I don't even know who's on there now; since it's Parks and Recreation together.

Morris: Rudd Brown was appointed to your vacancy?

Heard: No, she came on before I went off. I guess Pat Brown was the one who appointed her. Pat was the one who called me and apologized for not reappointing me, and I said, "It's quite understandable." I see him quite often because he is one of the Berkeley Fellows. And he recalls, although that's so long ago it's not a recent memory. But he knows what we went through together, and some things I was involved in the state.

No, I think it was quite understandable when a Democratic regime came in that when people who were long-time Republicans—Ethel wasn't reappointed; when her term was up she was off. I don't remember who else. I think Judge Houk was the one who stayed on the longest. His term, it must have been his third, was just beginning when there was a change in administration.
Morris: Let's talk about the Alameda County Juvenile Delinquency Prevention Committee.

Heard: Oh, I got several little things out to give to you. You were asking about the Filer report? Well, this is a document that came out as a result of the hearings around the country. Now, the full report is something like twenty volumes, but this would give you some idea of the kinds of problems.

Then there is this award from Alta Bates that Dr. Cliff Chappell and I received—standing ovation and all that kind of business. It was really wonderful.

Morris: I should think so. That's really handsome. Is this a new award?

Heard: Just this year—the first time we did it. The reason we gave three this year is because it had sort of piled up. But from now on we will only give one, and not necessarily even one. I was talking to Tommy Barber before the meeting, and I said, "Do you know it was fifty-two years ago when I first came into this hospital?" He said, "Well, I have almost gotten up with you." I think of Tommy as being a child, even though he's been a doctor for years. He said, "I had my tonsils out here forty-nine years ago."

Bob Montgomery had been talking about the changes in the number of departments and staff and everything else we have, and so I was reminded of the fact that the first time I went there was when Brad was born. I'd been to the symphony the night before and Dr. Richards was there. When I got to the hospital I was not feeling too frisky, and the delivery room, I guess, was occupied.
Heard: Anyway, I was sitting in a rocking chair in the surgery. Dr. Richards came in and he said, "What are you doing here?" And I said, "Can't you see I'm having a baby?" [laughs]

Now, you have About That Ounce?*

Morris: I do, we might use it today.

Heard: [Looking through documents] This committee was started in 1949. You asked me the other day how long I'd known Milton Chernin, he was on that original committee.

Morris: At your suggestion?

Heard: No.

Morris: He was chairman early on—1950 to '52. Had you participated in the earlier discussions which Judge Shine had called that led to the formation of the committee?

Heard: No, I don't think so. I think this led into that study in Alameda County on children, maybe. No, I don't really know, except it was probably because I was representative of one of the big youth organizations. It was the first and only one in the state of California, and it was authorized under Section 606 of the Welfare Code. We had fifteen members, three year terms, who were eligible for reappointment for three consecutive terms. So that's how I got to be on there all that time.

Morris: You were also in those years working with Roy Votaw on these youth conferences, and I was wondering if there was any cross-feeding here?

Heard: I don't think so, because we did our own conferences. That's one of the things we did in this delinquency committee—we sponsored a lot of conferences. But they grew out of our major objectives.

Then later this was enlarged to eighteen members. The staff was provided by the probation department. Over those years we saw quite a lot of different staff people. I think the two I enjoyed working with the most—well, Hrayr Terzian. Andy Wolfe was there for quite a long while. I remember in '64 when I was ill for so long, I came back and they had a great big sign made, almost as long as that couch, that said, "Welcome Back Winifred."

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*This and other documents referred to in this chapter are in the supporting documents for this memoir.
Morris: That's nice.

Heard: Paul McCormick, I guess, and I did the most, because that's when we started the Straight Stuff publication. Paul went on to be, and I think still is, at that Youth Authority establishment in Stockton.

[end tape 20, side 1; begin tape 20, side 2]

Morris: Is the institution Paul McCormick is with private, or is it part of the Youth Authority?

Heard: No, it's Youth Authority. There's also the Ventura School for Girls, and there's one up in Sonoma County. I went up to visit that one time.

And, of course, Ray Orrick—I'll come to him after a while. The judge of the juvenile court and the chief probation officer are ex officio members. The judge of the juvenile court almost always came to all of our meetings.

Morris: Did he? That's good.

Heard: Yes, he comes regularly. He's not the presiding officer, because we elected our own chairman, as you know. But he was really there.

We decided early on to not be an action group, because what we needed to do was to find out what was needed in the county. We spent the first few years listening; we got briefings from agencies dealing with juveniles in their many capacities and developed a basic philosophy. But I think, with maybe some modifications, it has still been the philosophy of the county.

I'll tie in with this a project that Traveler's Aid is involved in in Oakland on status offenders, which may be an outreach of some of these kinds of things:

[Reading from notes] "We were primarily," we said, "a committee to do research and study, to strengthen and assist existing agencies when requested to do so, and to uncover needs and make recommendations for meeting unmet needs, to provide for the implementation of its recommendations whenever possible, and to regard the problem of juvenile delinquency as a project for long-term planning. The committee agreed it should not be an action group, but one to determine and evaluate needs and refer such information to the proper agencies or persons for action."
Morris: Did the process of deciding to be a research and study group rather than an action group involve much discussion by the committee?

Heard: No, because obviously we didn't know what was going on, so we needed to listen to what agencies were doing or thought they were doing to find out what the real needs were in the county.

Morris: What range of experience was represented on the committee with those first fifteen members?

Heard: Let's see, who were they?


Heard: Well, Alta Bunker: she's retired now and lives down in Carmel. But she was in the recreation department.

Morris: I thought I recognized that name.

Heard: Mrs. Lyle Buehler: she was from south county. Her husband was a doctor. She was very active, either in PTA--. Dr. Paul Bryant: he must have been with the school department. [Referring to report] Marion Brown--I've known her for many years--with the Oakland School Department; I think she was dean at one of the high schools. Mrs. Beales I don't know. Bernice Baxter was a professor. Helen Burnhill has been president of the Oakland YWCA, and she's been on the Traveler's Aid board. What she was when she came on this, I don't really know. Mrs. Meyers. Cavelo was south county Spanish. Chernin--you know him. I don't know some of these. Larry Dayton was in the probation department. Freeman--I don't remember. Kimi Fujii--she was on when I was on.

Morris: She's a recreation worker, isn't she, from Berkeley?

Heard: I think so. Then Elizabeth Gordon was on.

Morris: Was this before they were in the Virgin Islands for a while?

Heard: Yes, but she was on from '54 to '55, so they must have gone when she left the Asilomar committee, too.

Morris: So that must have been when they went to the Virgin Islands.

Heard: Evilio Grillo was on.

Morris: Have you worked with him a lot?
Heard: Oh, yes. He's on Comp Health. Yes, I've known him for many years. He's a state tax appraiser. I haven't seen him in quite a while. He resigned from Comp Health in a fury; I don't know what he's doing now. He's also an old friend of Howard Thurman and goes and gets himself straightened out by Howard every once in a while.

Oh, Otto Hieb. He was on early, too--'49.

Morris: Tell me about him.

Heard: I'm not sure he's still alive. He was president of Traveler's Aid in Alameda County. A very outstanding person in the community. I really don't know too much about him.

Morris: For a long time he was very much involved with the Alameda County Foundation, wasn't he?

Heard: I don't know. I don't know very much about the Alameda County Foundation. Then Rock LaFleche, who was the county superintendent of schools--

Morris: Was he active in his participation?

Heard: I guess he must have been. I've been one of his sponsors for years. It's just the last couple of years he hasn't invited me, but I got a Christmas card from him. Then, of course, Helen MacGregor--you know her. Then Seaton Manning--oh, he was a good person and very active in group-work things.

Morris: Was he at the University of California at that point, or did he live over here? I think of him as being at San Francisco State.

Heard: He must have been over here at that time, because this was early on; he was an original member. After that I don't remember. Matheison—he was on when I was on. He became chairman when I was off. Doris Meek is a professor, lives now in San Diego. Graham Nisson—I can't remember about him. Ochoa—I think he was in education in south county and then he went to Colombia in some position. And Mrs. Peterson is still on the commission.

We had a couple of people from the county commission on juvenile justice, and two or three people came from that.

Morris: Ex officio? They would have a liaison kind of role?

Heard: They were really members. They could vote, but they were appointed. Arthur Roth—you know him. He is in the Oakland School Department in the counseling field and he's written books on teenagers. He
Heard: was at the White House conference in 1960, and that's where I first knew him. Mrs. Sekerak—I guess she's still there. She's in the school department in south county. Arthur Sherry—he was at the University.

Morris: In the law school.

Heard: I'd forgotten that Norvel Smith was on this.

Morris: Just a two-year term?

Heard: I don't know why it would have been such a short time. Hap Smith is the head of recreation in Oakland now. Negro—really great person.

Morris: Is Lilly Whitaker Mrs. Gerald Whitaker?

Heard: Yes, she was on the original committee.

Morris: And served one three-year term. Would she have run out of steam, or would the committee or the judge have decided not to reappoint her?

Heard: I don't know. The same with Mrs. Whitehouse. They were both mostly Federated Women's Clubs. Bernice Wilson—who was she? I don't remember some of these people. I was there an awful long time, as you know.

Morris: And Palmer Whitted, he was only there a year. He was at that point a counselor in the Berkeley schools—a pleasant black guy.

Heard: Hrayr Terzian was our first executive. Bob Shaner—he was real good. Van Reimer—he was executive for a short time. William Hendrickson—I can't remember what happened to him. Andy Wolf. Fran Jeffrey—he's now doing something in the county. Paul Green—he was there very briefly. And Paul McCormack. Then Ray Orrick came later; he's the one that I'd also worked with quite a bit in '65. Officers—Lawrence Simon; he was a good chairman. Mrs. Peterson was a good chairman.

Alta Bunker—she was very active. I was telling you about that group-work conference we had at Mills College. Alta Bunker was in the same little group that I was in. She finally got up and did some kind of a role-playing thing that was so convulsing that it really got us into a good frame of mind again. She's marvelous.

Morris: You were chairman for a period in there?
Heard: Two years.

Morris: '62 to '64.

Heard: When I became ill in '64, Matheison took over. That's why that's overlapping--when I couldn't serve. But I was doing Straight Stuff. I'm not really intrigued with being chairman of things. I think it's lots more fun to be chairman of a committee that does something. Straight Stuff which we did--well, it's still going, although they don't do it as regularly as Paul and I did. You have a file of that.

Morris: Is that because the chairman or the president has to keep tabs on everything that's going on?

Heard: You have to do so many other things that aren't--

Morris: Aren't fun.

Heard: Well, they're fun, but it's a different kind of assignment. There are some people who just enjoy presiding at boards. For instance, in TA nationally I'm chairman of the program committee. I enjoy that ever so much more than if I were chairman of the board. Then you have to get involved with finances and all these things. You didn't so much in a government project, because you didn't have any problem with finances. It's just a different kind of responsibility and a different relationship to the people on the committee.

Morris: Would a group like this that was appointed by the judge and didn't have any finance problems break into these three circles that we've talked about--the different levels of involvement?

Heard: I went off in '71. I was not eligible any more.

Oh, sure. I can think of people who accounted for a lot more and whose opinion you listened to, but that was pretty largely, I would say, because of their experience. It was a small group, fifteen or eighteen people, who came out of different disciplines, like school or community. You notice it says what we all represented: government, law, business, labor, lay community, city government, education. As I said, it was a research body. If it had been an action body we might have needed a different kind of people, we might have done different kinds of things. But we were a research and a listening body; everybody had to have some kind of experience that you could feed in.
Five Areas of Accomplishment

Heard: It was really a great experience. I thoroughly enjoyed being on that. We did take action occasionally supporting—for instance, we supported AB74. We did get around to doing some things.

For instance, to go on with what we did, our twenty years have been divided into five different things: surveys and research; juvenile control—the courts, law, and legislation (remind me to tell you about my experience with Judge Shine); youth employment—some of our Straight Stuff issues were built around these kinds of problems, as you noted; conferences, coordination and community education; and publications—the Straight Stuff.

Morris: Was that part of your plan from the beginning?

Heard: No, Paul and I just thought this up. Doris Meek was on that committee. Hap Smith was on. We had a good committee. I say here [reading from notes] "For a nonaction group we have an amazing number of accomplishments. Many ideas are explored, referred, or dropped. Some of our accomplishments: surveys and research. A survey of services to children and youth in Southern Alameda County. That was separate from that children's individualized service. This one began in 1950 and was only completed in 1954. It was a two-volume study involving sixty-six individuals, nine committees. It was presented to the Board of Supervisors and resulted in the formation of a council of Southern Alameda County." Whether it's still going, I don't know.

We also did a survey on the Newark Recreation and Parkway District. "In 1951 we did a pilot study in the City of Oakland to determine the degree of anti-social activity among juveniles in which eight agencies cooperated."

Morris: And what were the conclusions of them?

Heard: "Nineteen fifty-two report completed entitled 'Delinquency Rate--Official versus Unofficial'. This led to the formation of the Juvenile Peace Officers Coordinating Council, which meets monthly to discuss common problems throughout the county." This was done in 1954. "In 1954 we recommended to the Grand Jury that the Probation Department have a full-time research person on its staff, and they adopted this recommendation. In 1955 we did a study on comic books and drag strips."

Morris: That's fascinating. Were these studies recommended by staff?
Heard: Or thought up in our board as a result of things that were going on. "In '57 we made a survey of the nature of problems encountered by the youth-serving agencies of the county.

"Second big emphasis was on the juvenile court. Juvenile control--courts, law, and legislation." I've already mentioned the Juvenile Officers Coordinating Council. "In 1950 we studied a proposed establishment of a family and children's court, which was still under study by the superior court bench. We proposed a county-wide anti-loitering ordinance." We instituted this business of dance permits for juveniles when they had dances. I remember when I was chairman of the juniors at the City Club we used to get a permit for the dances and have the police observe it. "Irresponsible use of firearms by juveniles, we studied in '54 and '55. We informed ourselves about impending legislation and support where it seemed relevant.

"Third emphasis was youth employment. We studied for several years, consulting various governmental agencies. We included all Oakland children fourteen years of age and older and 80 percent of the ninth grade and high school students." That was a big, big study. "In 1957 the Grand Jury urged us to develop a program of study and action relating to the problem, and after further consultation a plan was submitted to the supervisors in 1961 which led to the establishment of the Youth Employment Council, which subsequently became the Youth Opportunities Board under the Joint Powers Act." Fran Jeffries went from us to be the director of that Youth Opportunities Board, Youth Employment Council.

Morris: Which is still operating?

Heard: Still operating, and Fran is the head of it.

"Number four emphasis was conferences, coordination, and community education. As early as 1953 the committee began what has been one of our major items ever since. In 1952 we had a series of conferences in de Fremery Park." We started small. "In '53 course started in Albany High School on how to meet problems encountered in raising children."


Heard: Yes. "They had a series of town meetings on delinquency prevention. We cooperated with the governor's office on preparation for and follow-up of various conferences, like youth, employment, the 1960 White House conference. We were the coordinating group of the White House Conference with Governor Brown's sixteen points for delinquency prevention. In '61 we were responsible for the
Heard: Governor's Conference on Youth for Community Service. In '63 we had a delinquency prevention conference statewide. Our recent pilot study under the Rosenberg grant was the first anywhere on the use of welfare recipients as foster parents." That was quite a study.

Morris: Is there a copy of that still around?

Heard: I presume there is. I would think the Probation Department would probably have one. "We had nine conferences in two years for youth of Alameda County, drugs and youth and the law, and the 1970 White House Conference.

"Did the publication Straight Stuff," our fifth thing. "In 1961 we started it. What next? Where next? Still have problems with children and youth."

Morris: Did the committee members actually get involved in doing some of the field work on these studies? Would you go out and talk to the agencies?

Heard: Oh, my, yes. We used also to go--here's a copy of the Conference on Juvenile Crime and Narcotics that we put on. There are probably lots more of those around, but I don't seem to have kept any. [Looking through documents] This was the authorization that established the commission. Then the revolution that we made on protective services in Alameda County--the Veneman bill--we had a session about this. The National Conference of Social Work was held in San Francisco, and John Veneman spoke to the section I presided over on this bill. He's from the Fresno area--very outstanding I think.

Morris: Yes, and he seems to have been really interested in this whole area of youth services and welfare. In fact, didn't he go to Washington in HEW?

Heard: Yes. There are a lot of other things in this book [About That Ounce]: "Youth and Employment," "Juvenile Control: Courts and Legislation," "Surveys and Research in Alameda County," "Objectives, Focus, and Goals."

We were defining as a delinquent "any person whose actions are described in the Juvenile Court Law and who would therefore be subject to the jurisdiction of that law, thus defining the problem. Two possible approaches to a solution were agreed upon and adopted: to devise plans and programs which would prevent delinquent behavior from ever recurring; and, two, to assist those agencies working with the overt delinquents so that services
and programs will function adequately, to the end that delinquent's behavior will not be repeated."

Other Youth Programs

You know, as you work with this problem—and it's still going on. I'm terribly interested in this Oakland Status Offenders Project, which is being funded jointly by the National Social Welfare Assembly and the Probation Department. There are six communities across the United States that have been selected for this. We have thirteen agencies in Oakland which are cooperating. They have a director.

The focus of this study is on the status offenders, kids below the age of eighteen. They fall into a category of offense which is not really criminal, which should never get them into the juvenile court.

It's an offense only because they're under age.

Under age—fourteen to sixteen. It involves kids that are running away from home—it's the runaways, it's the throwaways, emotionally-disturbed children, it's the transient youth; it's kids who just haven't got their heads on straight yet or can't get along at home or in school.

One of the very great needs at the juvenile level is something like this Women's Refuge in Berkeley—a place where they can go and have counseling and try to find out what it is they're uptight about, what they need to do to straighten themselves out or to redefine their relationship to their parents or their community. I think the status offender program has a great, great potential. It's too bad that only six cities are involved. But if these are useful and seem to come through with some kind of program that can be universally applied, I think it will spread.

One of the things that is very important is what we might call 'halfway house', where they're not put there by court order, but can be referred there. We get an awful lot of kids in Traveler's Aid that are runaways, but they're a little higher age level. It's very hard to find a place to put them, until you can get their home contacts and the problem defined and find out what is best to do with them.

But smaller, younger children really have to have a house to live in. There's a very famous one in some city in the Middle West,
Heard: where they do have this kind of a place and they've had great success. You have to have a certain amount of rules, but you have to have also a very permissive—

Morris: Supportive kind of environment.

Heard: Supportive, so that kids can come there and the counselor will say to them, "This is what it is, this is what we can do. This is what we will do if you want us to, but you are not obligated to stay. If you want to leave, leave; but if you do want to stay, then you've got to work with us." Sometimes they go away and then a few days later they come back, because they've run out of money, or they've been sleeping on a park bench, or they're getting in trouble. This has been a very significant operation, and I think it's probably what made the Probation Department, Juvenile Justice Division, and the National Social Welfare Assembly get into this. So as it goes along in Oakland we'll have more. I imagine that's what Chuck Stearn's calling me about now, because they had a meeting last night.

Morris: I've been told that the Traveler's Aid was the first organization, at least in the Northern California area, to become aware that the runaway question was becoming an urgent one, and that it was a different kind of thing in the sixties.

Heard: The Traveler's Aid, as you know, is an offshoot of the YWCA, so it's hard to say who began with what, because as far back as anyone can remember the Traveler's Aid agency has been an agency where you had volunteers at railroad stations and steamship stations who could help people who had lost their money, or couldn't speak English, or weren't met by the people they thought were going to meet them. It was an awful lot of information and referral business. Over the years those problems became more critical as people moved more, and states and local communities passed laws that they didn't give relief to transients. This then became the very large focus of the Traveler's Aid program.

So now we are involved only with moving people who are not eligible for welfare when they come. There was a time during the Dust Bowl days when a county would give a person enough gas to get to the next place so they didn't have to deal with it. I think the problem with Traveler's Aid and some other relief agencies is that people don't want to hear about all these kinds of problems. So they recruit people for the board and the committees and they stay like that. It takes a certain amount of intellectual courage to say, "This is one of my interests."
Morris: And then to be able to talk to other people about it—they don't want to hear you ask them to do something about it.

Heard: They don't want to hear about it. I would say a very high percentage of the cases Traveler's Aid has are runaways and emotionally disturbed people. We, of course, participated in the Vietnam resettlements. Bartlett was telling me this morning that he just heard that many of the Vietnamese people are very unhappy. They're not getting jobs; they're a high unemployment percentage—which we knew would happen until they learned English, because many of the Vietnamese refugees who came to this country were highly skilled people. But they didn't know English and they didn't have the credentials to move into the kind of level they had known in their own country, so naturally they're unhappy.

Another problem that we're running into now in Traveler's Aid, and this has nothing to do with delinquency, is that many families who moved from New England to the South, now at their retirement age want to move back to their original home. So this is causing a lot of activity in the agency. I think the unique thing about Traveler's Aid is that we have what is called a chain of service, so that if somebody comes to the Oakland TA and his home is in Omaha, we can get in touch with the Omaha TA, who does then get in touch with that person's family or background or all kinds of things that need research. They report back to us and we work together on a solution. We follow up to see if that recommendation worked. So it's a very important organization and touches the kind of people that no other agency touches.

The YW or the YM deal with so-called normal people, mostly, who want recreation, or they'll be in classes or clubs or something.

Morris: But it's a good contact point for newcomers into a community.

Heard: Oh, sure. It's a valuable program. I don't deny that for an instant. Heavens, I spent most of my life in it. However, it provides an entirely different kind of service from that of a welfare agency.

Morris: Both lines seem to have gotten fuzzier as time goes on.

Heard: Yes, but they don't really cross, because the YM and the YW do housing for us in Traveler's Aid at a reduced cost, but only on a limited basis. And other agencies—Salvation Army has a hostel. There are various resources we have in the community, but not really enough. Nor do people want to acknowledge the scope of the problem, partly because they don't know how to deal with it; they're not trained counselors. Group-work workers in the YM or the YW aren't trained counselors.
Morris: That's true.

Heard: No, that's not their job. They don't come out of that kind of experience or discipline. It takes a very different education and skill to work in a counseling agency like the Delinquency Committee. A juvenile judge and the members of the juvenile staff have to be terribly smart people to be able to see through and behind a lot of the unrest and the rebellion of kids. What is it they're rebelling against?

I was going to tell you about Judge A.T. Shine. Judge Shine, and all the judges, periodically invite members of the Delinquency Committee to sit in on court sessions or private sessions that the judge is having with a client. It was one of these that I remember so vividly about Judge Shine. A little girl, I think she was about eleven, whose mother was dead, was trying to keep her brothers and sisters fed. Her father was abusing her; he was a drunkard. And she was bitter about her father, about life in general. To sit there and watch Judge Shine take the bitterness out of that little girl is something I'll never forget. What they finally did was to remove her from the home and put her in one of the Catholic centers in San Francisco. But if you hadn't sat through an experience like that you wouldn't believe that there were children up against problems as big and as difficult as that at eleven years old. She may have even been younger. But that's what you see in the juvenile court.

When you go to the Snedigar Cottage or to the probation hall out there, as I've done a number of times—you go into the girls' wards, you drop a pin and you could start a riot. They're just all so tense and keyed up—mostly sex problems. I've been up to Ventura School for Girls, and to see the way those girls, these are all older, would just hang onto the director, just wanting to feel somebody relate to them, just to touch them—oh, it was just heartbreaking, they were so hungry for love.

Of course, the fact that they can't get jobs—boys particularly you felt this. I remember a couple of interviews in relation to the Straight Stuff publications that we were doing. We'd ask them what suggestions they had for other boys not to get into the same problems. And they'd say, "Just give me money, man. Just give me money. Just give me a car. Just give me money."

Over the three interviews, I think, that Ray Orrick and I had, not one of the boys mentioned their parents. We asked them finally about their parents, and they said, "They can't do anything. They're on welfare. They don't have any jobs."

So you see the pattern going down through generations, which the welfare department is always telling us about. You get
Heard: three or four generations on welfare. But there aren't jobs for kids. In a money economy—it was different when you lived on a farm and you could barter a bushel of oats for something.

Morris: For a new shirt.

Heard: Yes, but now they have to have cash. So they get into trouble. You couldn't leave a car around a high school in the times I'm talking about because the hubcaps would all be stolen, because they were worth money.

Youth Conferences

Morris: How did you go about involving young people?

Heard: Oh, we had committees. When we put on a conference we had a planning committee drawn from the schools. One of my most wonderful experiences: at one of the conferences we had at a high school, I met a girl who was just dressed all wrong. Her hair was cut wrong and everything. But she had all kinds of ability, you could see that. I don't know how this came about, but I had a little conversation with this girl. I guess I must have been taking those Suzanne classes at that time. Anyway, I had a conversation with her about how she could improve her appearance. The next year I went out there and she came running up to me sparkling; her hair was different, her clothes were different, the colors were right. Oh, she was the happiest girl I've ever seen. I was just thrilled to pieces.

Morris: What are the Suzanne classes?

Heard: Oh, heavens. Haven't I talked about that?

Morris: I don't think so.

Heard: I'll have to think about when we started these in our house. Suzanne is a fashion coordinator, color expert, stylist. We had classes in our house on Roble Road for about five years. Laura Bechtel was in, and I could name a dozen people that probably you would know: Jean Wood, Francis Rogers, Ruth Spight—I don't know—an awful lot of people. What she does is determine the colors that are best for you by the combination of the colors of your skin, your eyes, your hair. Then this determines the colors that should be in your wardrobe. Lots of people have been stealing her theories. There's a man at the Claremont Hotel who
Heard: does this now. Claire Wisecarver Maddox showed me her palette. I'll have to show you mine someday.

We had first of all your colors. And we had style, line. Then you would talk about coordinated colors—sort of a basic color, and you have a secondary color, and mutations of all of them going through. You have millinery—we made hats—and we had makeup. Those are about it. I imagine we had about forty people who met in our house.

Morris: All at once?

Heard: Yes.

Morris: Was that wives of fraternity brothers, or just friends?

Heard: No, just friends. I think Ruth Spight or Francis Rogers knew about her first, and then they thought there would be people interested in the East Bay. They used to meet in San Francisco. I remember I went to a few of those, but our classes really met regularly, I can't remember how often we met.

Morris: That sounds like it would be just plain fun and a nice change.

Heard: It was fun, but it was startling. I can hardly walk down the street now, although I'm not as avid as I was in the middle of it, and see people who are just wearing the wrong thing. Particularly in browns this shows up, or in reds that are either to the yellow or the red kind of brown. Or blues that are green-blue or blue-blue. It makes such a difference, you just wouldn't believe. I think a lot of people were skeptical about this—their husbands made fun. I remember one demonstration which made believers out of us. Allyn Wood came to one of our open houses at Christmas and he had made a big button, which he wore. It said, "Those of us whose wives are autumn." Oh, you're seasonal, too. I'm autumn, for instance. But there's spring, or summer, or winter.

If you were going to reproduce that person in art form, would you use water color, or oil, or chalk, or etchings? You can imagine. Autumn, you know right away—it's the rich oil colors. Summer is much more delicate. And we illustrated these; we had to pick out pictures to illustrate these and to learn to identify what people belonged to. It really was fascinating. We did this for five or six years. Occasionally we have a reunion. Suzanne organized one a year ago this September for those of us who are Master Class members.

[end tape 20, side 2; begin tape 21, side 1]
Morris: Did the young people flock out to the conferences in the delinquency prevention?

Heard: Oh, yes—big attendances. All over the county we held them in various places.

Morris: Were they publicized through the schools?

Heard: Through the schools, yes.

Morris: Did people go as part of a class assignment?

Heard: No, I don't think so, although I'm not sure how the schools chose them. They weren't closed. Let me see where it says about conferences: [reading from notes] "Delinquency rate—" this is for the rate of official versus unofficial. "The primary finding was the need for uniform reporting procedures by law enforcement and correctional agencies." In the pilot it said, "It was found that almost as many children were reported for problem behavior by the schools as by police agencies, emphasizing the necessity of involving the schools in any community program of prevention, control, or treatment. Additionally, the need for a central registry with uniform reporting methods both county and statewide was pointed out, so that information from various agencies could be combined and coordinated."

Oh, that document on comic books and drag strips—they're both detailed documents.

Morris: Was the finding that comic books and/or drag strips did contribute to juvenile delinquency?

Heard: I think it came out that there was something about how much control over the drag strips there was—whether the kids just went out without adequate supervision or something.

Then we had town meetings. "This was stimulated through the governor's encouragement of local officials to sponsor such meetings with emphasis on delinquency prevention." This must have grown out of the Governor's Conference on Delinquency.

Morris: Yes. You mentioned something about Pat Brown's fourteen points.

Heard: Yes, that's right, "We also assumed responsibility for putting the governor's fourteen-point program for delinquency prevention into publicity. In order to avoid duplication of effort, members were appointed to serve on a joint committee with representatives of the Council of Social Planning, Alameda County," of which I
Heard: was a member, "to study, coordinate, and combine the fourteen point program with the 1960 White House Conference recommendations. These were ultimately equated, documented and distributed to approximately 140 community agencies whose functions were included in the many categories named." I guess I was involved in that.

"The Prevention Committee accepted the invitation of the Council of Social Planning in Alameda County to become a participating organization through representation by two members on the Council in '61."

Morris: Would you have been one of those nominated?

Heard: I was on that, but I'm not sure that that's how I got there. I was on that Alameda County committee before it became the Council on Social Planning.

Morris: Tell me about the young people. How did they do in this kind of situation?

Heard: They were good. They were on the panels--they did the talking.

Morris: Were they high school or college?

Heard: High school.

Morris: Did you participate in some of the training sessions for them?

Heard: Yes, I was in a good many of those.

Morris: Do you remember anything particular about their interests?

Heard: I think in all the things I've been in with youth--and this would involve the National Social Welfare Assembly conferences, too--the main thing that they coveted was the chance to speak out their ideas and to participate and to be listened to and to have a leadership role in both the planning and the implementation of the conference. This you learn in the YWCA long before that.

Morris: How much leadership can young people take responsibility for and actually produce?

Heard: Oh, a lot! Look what they do in their own school governments.

Morris: I get mixed reports about that, that's why I ask. They seem to do better in some situations than others.
Heard: I don't know enough about school governments to know how much adult cooperation or guidance or common approaches they have, but certainly in all of the youth conferences that Roy Votaw and I were involved in, the kids were certainly in leadership positions. The ones that I ever participated in, you were there to share with them your observations and to learn whether or not they had any meaning for them. If they did, they told you; if they didn't, they told you. So it was a good growing experience for adults that can take it, but I'm not sure that every adult can, who thinks she knows a lot better than those kids. You have to have a willingness to listen to what they have to say, and then sometimes you can point out to them that there might be another solution that would accomplish their end with a little less turmoil.

I don't know how you develop this. I remember once when Brad was quite small, I was reading him the children's Bible story about the flight into Egypt, and he said to me, "Why didn't the other fathers have a dream and save their children?" And then you leap into the seeing eye and the hearing ear. When kids have really got their heads on, that's the kind of question you find yourself into sometimes. And you can't laugh them off, and you can't scoff at them.

I guess it was a good experience for me, doing those classes at University High on sex education. Teachers were afraid to do them. I did this for a number of years--oh, I mean two or three, I guess, before they got around to doing it in schools as part of their program.

Morris: Before the regulations would allow them to do it. But they could have a volunteer come in and do it?

Heard: Yes, you could have a volunteer come in and do it.

Morris: Oh, that's interesting.

Heard: Yes, and I did the same thing at State University at Tempe when we were in Phoenix that one year, '29. And at Asilomar lots of times, of course, we had those discussions. It's just appalling. That's what Dr. Roth, who was on our Delinquency Committee, and I used to talk about: the burden of ignorance. Even today, with all the things that are available by way of knowledge, they don't make the transfer from the printed page. We've just somehow got to give them the opportunity to ask questions that they're afraid to ask, or embarrassed to ask.
Heard: It's the same thing in juvenile delinquency. A lot of their problems related back to relationships between their peer group and themselves. They got into trouble because they took drugs because they were afraid not to—all kinds of things like this. It's rough on kids in today's age. I'm sure of that.

Morris: Did you find that the young people liked the order and routine of preparing for a conference, and then reporting and listening to each other?

Heard: Oh, yes. There's a kind of feeling of security underneath it. There's a pattern that's established that you can fit into, not just too much extemporizing—not like this group where there's no leadership.

Straight Stuff was designed mainly for classroom use in the county's junior and senior high schools. A four page quarterly, we started out with, and a circulation of 12,000. Now it must go fifty or more thousand copies. We began to get requests from all over the state. In fact, the Probation Department got a little unhappy because it was costing a lot more than they had anticipated spending when it was just going to be in Oakland.

"Its purpose is to improve communication between the schools, law enforcement agencies, community leaders, and the public by providing facts on the nature, extent, prevention, and control of juvenile delinquency. We had issues not only on the family, the law, employment, juvenile correction, values, counseling services, but on narcotics, and the effects of the Supreme Court's Galt Decision on juveniles in Alameda County."

Morris: What's the Galt Decision? I'm not familiar with it.

Heard: That was that famous Arizona decision protecting a juvenile's rights.

Morris: Had the committee decided they should try something—?

Heard: No, it was Paul McCormick and I who started Straight Stuff. I don't know. It just sort of grew out of our experience. "Delinquency prevention officers at a statewide training conference at Asilomar cited Straight Stuff as an outstanding example of how public agencies can help inform the general public about community conditions and needs." So, that was one of the fun things.

Morris: In today's educational framework, something like that might also stimulate young people to read a little more and to care about how they read. The issues that I looked at were very lively and very much local affairs.
Heard: I don't know. I don't know how differently, if at all, we would do the more recent issues. It's pretty much the same pattern, I think, only they don't bring it out as often; I think it only comes every quarter or something.

Morris: It's still being put out now in 1976?

Heard: Yes, you've got the last copies that I've received, and I'm still on their list.

Morris: Then it is up-to-date.

**Child Welfare Services**

Morris: Did you find over the period of fifteen years that you worked for the committee that there was any impact, or effect, or change in the number of delinquency cases or their nature?

Heard: I don't think you can say. I think we just probably got deeper insights into what caused some of the problems and how ineffective our treatment facilities and methods were, and the great need for the community to understand some of the causes of delinquency and to work at solving them, like finding jobs. This study, "Planning for Child Welfare Services in Alameda County," which we did in 1956--this is a progress report for November for the Alameda County Council of the Bay Area Social Planning. For example, "The Alameda County Board of Supervisors recognized the value of extending child welfare services to families who are not necessarily in need of financial assistance, and empowered the County Welfare Department to apply to the State Department of Social Welfare for funds to staff a permanent and fully-qualified child welfare services program." Then I said, "The Welfare Commission has approved a new plan for redistribution of personnel to provide the $21,000 matching funds." Well, you know, in 1976 that's not even touching the problem.

Morris: But in 1956 you were beginning to get matching federal funds?

Heard: Matching federal funds, apparently. Then it says that, "the County Welfare Department be commended for undertaking, in cooperation with the Alameda County Probation Department, the current study of the care of the dependent and neglected child, and that the project continue to relocate responsibility in the County Welfare Department." I've written in the side here, "Probation handles only cases with court involvement." You see, there's a whole bunch that fell between the cracks.
Morris: Before we get off the Delinquency Prevention, you mentioned at one point you had a Rosenberg grant. Why did you need a Rosenberg grant if you had a county budget?

Heard: It was for the study about the use of mothers on welfare as foster parents. That's right, we did have that study. Whatever came of it, I don't really know. We made recommendations.

Morris: How come?

Heard: Helen MacGregor was very interested in this, and she sort of sparked it. We thought there were a lot of women on welfare, with little children of their own, who could be trained and be very useful as foster parents, to help get them some income and off the welfare rolls. Now, how this ever came out, I don't know. It's one of those bright ideas.

Morris: Why did it go to the Rosenberg Foundation?

Heard: Well, because it wasn't exactly in the Probation Department's line. The idea came out of the Delinquency Committee when Helen was on it, because we had quite a few meetings about it. I just think it was something that the Probation Department wasn't interested in, but weren't disinterested if we found a way of doing it.

Morris: So the grant was approved then by Rosenberg?

Heard: Yes, we did make the study.

Morris: You brought in somebody additional to do the study?

Heard: I think we must have. Maybe the Rosenberg Foundation has a copy of this study.

Morris: When a final report is completed on a grant I know they keep a file copy. It sounds like this Delinquency Prevention group was efficient enough to finish what they started. Would Ruth Chance have come over to talk with you at all about it?

Heard: I wasn't on that committee. Helen was heading it up, and I'm sure she had conferences with Ruth. Other members of our committee must have been involved in it, too, but I don't remember anything, except that it was going on. And what happened to the recommendations—I don't hear anything about welfare mothers being used as foster parents, do you?

Morris: No, but it continues to sound like a logical idea.
Heard: It sounds like a very good idea.

Morris: A similar logical idea that I've always wondered why I didn't hear more about, is some kind of temporary licensing for daycare homes. It seemed to me the same thing—a lot of mothers on welfare, or at a low income level, while their own kids are small, would like to earn a little extra money taking care of other people's little kids.

Heard: The trouble with all of this, if you listen to the comments that come over the night talk shows, is that there are a lot of people who feel that the welfare department doesn't want to do anything to get clients off of welfare, because then they would not have enough of a case load to maintain their own jobs. This is one thing, and I think there is a certain amount of validity to that. The other thing is that anything that they earn is taken off their welfare check and it's too precarious, apparently, for them to risk it; so welfare mothers are very loathe, and they're not helped by the welfare department, according to some people, to get off of welfare.

It's a really rough problem, and with the job market being as uncertain as it is, and with the lack of training or skills in the welfare clients, I can understand why they hang on to what they've got; but to do anything extra would be to jeopardize their whole situation, so they don't do it.

Morris: Well, that sounds like we've got a good story on the Juvenile Delinquency Prevention Commission.

Heard: I think we've got about as much as I know about it.

[end tape 21]
Planning for Child Welfare Services in Alameda County

Heard: The more I think about it, the more difficult I find it to do much more than say people ought to read the Bay Area Social Planning Council report. It's very complicated, and I don't know how much detail we should talk about. We could just outline the various sections. Then I think the best piece of material—this is the follow-up study of what had been happening, which was made by BASPC in '67. That we ought to get from Al Taylor.

Morris: Has it got a number on it? Sometimes those Social Planning reports do.

Heard: No, it just says March 1967, "Planning for Child Welfare Services in Alameda County." This report is really very valuable, because it repeats the findings from our committee's original study, and then it goes on to say what has happened to them.

Morris: That's marvelous. How often that isn't done.

Heard: This is really the thing that ought to be on file, because nothing has happened since 1967 that I know of, other than individual studies made by BASPC, of course, and a lot of these agencies, organizations, and programs.

Morris: There were a couple of references to that in the Individualized Services study. It sounds like this took two or three years in the planning.

Heard: It did. I was not a member of the Council on Social Planning at that time, if you look on the board. How I got to be the chairman of this, I don't really know.
I WOULD NOW LIKE TO TAKE A FEW MOMENTS TO GIVE SPECIAL RECOGNITION TO THE MEMBERS OF THE BASPC TEAM WHO HAVE PLAYED PARTICULARLY KEY ROLES DURING THE YEAR.

FIRST, MY THANKS TO THE BOARD OF DIRECTORS FOR ITS CONTINUED STRENGTH AND SOLIDARITY DURING THE PAST YEAR. IT HAS BEEN A REAL PLEASURE TO WORK WITH SUCH A FINE GROUP.

UNFORTUNATELY FOR US, ONE OF OUR MOST DEDICATED AND EFFECTIVE BOARD MEMBERS, WINIFRED HEARD, IS COMPLETING A THIRD TERM AS SECRETARY OF THE BOARD. WE WILL MISS HER DEEPLY NEXT YEAR. WINIFRED'S CONTRIBUTIONS TO SOCIAL PLANNING IN ALAMEDA COUNTY AND THE BAY AREA SPAN SEVERAL DECADES. IN ADDITION, SHE HAS SERVED ON NUMEROUS AGENCY BOARDS, ON SEVERAL OCCASIONS AS PRESIDENT, AND IS STILL DEEPLY INVOLVED IN COMMUNITY AND EVEN WORLD AFFAIRS. WE KNOW YOU WILL REMAIN ACTIVE, AS A MEMBER OF THE NATIONAL BOARD OF USO AND OF TRAVELERS AID, AS A RECENT INCORPORATOR OF THE NEW ALTA BATES HOSPITAL FOUNDATION, AND WITH COMPREHENSIVE HEALTH PLANNING IN ALAMEDA COUNTY AND NUMEROUS OTHERS OF YOUR VARIED INTERESTS. NEVERTHELESS, WE AT BASPC WILL MISS YOU. NORMALLY, I WOULD ASK YOU TO STAND TO BE RECOGNIZED, WINIFRED, BUT ON THIS OCCASION, I'M GOING TO ASK THOSE IN THE AUDIENCE TO STAND WITH ME AND PAY TRIBUTE TO ONE OF THE GREAT WOMEN OF OUR TIMES. THANK YOU, WINIFRED.
Morris: I was wondering if you were appointed by the Council?

Heard: I was appointed by the Council, and Bob McNary was the president. I think I gave you some letters from him in the material—commendations for services or something done. I think there's a letter from Bob McNary. Quite a few letters—from Bob Kroninger (Judge Kroninger) and other people who commented on the work our committee had done. But before we took over, it went through the long process that's described here of getting support for it, developing the format.

Morris: Was that the first time an application was made to the Department of Social Welfare for funds?

Heard: I don't know. Just for this service is all I know about. I see Joe Maldonado's name. He is around here again, and I don't know what it is he's doing [regional director of HEW in 1977].

Morris: He was the director of this Council of Social Planning?

Heard: That's right.

Morris: Were you involved at all? Did Bob McNary talk to you and say, "We've got this in the works"?

Heard: Heavens, I don't remember. He must have, but I don't remember.

Morris: Would you have participated in deciding who else might come on the commission?

Heard: That I don't remember either. Because there were really three parts to this.

Morris: The professional advisory committee?

Heard: Yes, that committee, but also section one and section two that did the collection of these social and economic changes and trends, for instance. Section two was the population, and that our committee did not do anything about. One of the reasons that it took us so long was that it took them a long time to get this information together.

Morris: Was this done by the Social Planning Council's general staff?

Heard: Yes, or they had a section on each of these with people on them. Now, why their names are not on this report, I don't know, except that we were not involved in collecting that. All we were involved in was identifying the needs from some of the data that they had
Heard: evolved, and then making recommendations about what to do about them. One of the first things that was terribly interesting and important was the population changes. If you notice that north county changed very little from 1950 to '60; in fact, they'd even lost a little part of a person [laughs], but the south county--look at the big increase in the population in that. [Referring to graph] From '50 to '60 it doubled, and in 1980 it was going to be tripled at least.

The population by age groups changed markedly, and the number of people in school. Then we have the income and the ethnic distribution. For example, Alameda County gained about 150,000, the city of Alameda lost. Albany and Berkeley lost population between '50 and '60, and so did Oakland, Emeryville, and Piedmont. The big changes were in the percentage of white, nonwhite, age groups, level of education, income level. It was a fairly wealthy population in those days, compared to what it's been since.

[Reading from report] "So far we've spoken of the population increase in terms of problems the increase has entailed, but in planning child welfare services we noted that the bigger, more industrial communities in the northern part of the county have lost population, but the ratio of nonwhite to white has mounted significantly." As you know, this is happening both in Berkeley and in Oakland, particularly in Oakland. "Second, the rapidly growing new industrialized communities in the southern part of the county began to show signs of emotional strain. New young families, little stable community life, financial pressures to keep up in tract developments create new kinds of problems. This is, indeed, what schools and agencies report. But certain basic problems are found throughout the whole county."

I remember Mrs. Kitzmiller and I went out to Fremont to a couple of hearings on the problems that these new young families who are moving into tract home life out there were involved in.

Morris: She's not on the list.

Heard: She's the staff person who worked with us, and she has since married again and lives now in Connecticut.

Morris: Was she brought in to do this study?

Heard: No, she was, I think, on the staff at that time.

Morris: The plan for the study said that a good part of it was contracted out to the University of California School of Social Welfare?
Heard: That's where these background sections came from.

Morris: Oh, I see. Because I thought the Council of Social Planning had its own staff that did these demographic studies.

Heard: No, at that time they didn't; that was too big a job. Well, you can see how much work it took, just from looking at these tables. That's really a professional job. Whether those sections had help from somebody else, I don't really know.

Morris: Also it must have been a fairly elaborate process of developing questionnaires to get the data from the agencies that were studied.

Heard: Sure. Those were all listed in both of these reports: what their program was, what their problems were—identifying everything we could find out about them.

Morris: Did your commission work at all in developing those questionnaires?

Heard: Oh, yes, and I think as we went along we modified some of the things we needed to know. This whole commission—we had an executive committee of it.

Morris: And who was on it?

Heard: If you look at this list, besides Billie Chicester, who was vice-chairman, there was Helen Burnhill, Molly Lawrence, and Frank Haygood, who was a lawyer in Fremont out in the south county. He didn't come too often, because he was too busy. So it was mostly the four or five of us women. We met every week at our house, and we went over all of these reports as they came in; then we tried to combine, identify, the major problems.

We also had the big committee which we met with—the executives of all of the agencies in Alameda County. We met with them several times to discuss our findings of that moment, and to ask their comments and suggestions and reactions to what we were thinking we had found.
July 11, 1963

Mrs. Bartlett B. Heard
10 Roble Road
Berkeley 5, California

Dear Mrs. Heard:

As you already know the Program Policy Committee as well as the Board of Directors of the Council were tremendously impressed with the work of your Commission and its Advisory Committee. So much so in fact that when it approved the Report of the Study of Individualized Services to Families and Children in Alameda County it also took separate action commending you and members of the Commission and Advisory Committee for an excellent report. In discharging the Commission and the Advisory Committee the Council hereby expresses its sincere appreciation for a job well done. However, again as you know, the Board empowered the Commission's steering committee to continue to work in regard to implementation of the recommendations in the report.

Copies of this letter will be circulated to all of the persons that participated in the study.

Finally, you should know that the printed report of the study should be off the press by September.

Sincerely yours,

Robert H. McNary, President

RMMcN:HMS
Alameda County Conference on Child Abuse and Foster Care

Heard: I think the Alameda County Conference was probably the best thing that came out of this, although we were disappointed in the fact that most of the recommendations we made were not implemented right away. That was reported in January, 1964, at that swan song that I made; we had a panel on some of our recommendations. I think that the whole conference was built around recommendations, and I can't remember which section we had that I chaired. Tom McLaren was on the panel, and I can't remember who else.

Morris: This was in 1964?

Heard: Yes. We had a conference which the Conference of Social Work put on for Alameda County to report to the public on findings and recommendations.

Morris: Why did you call it a swan song?

Heard: That's because the next day I was in the hospital.

Morris: Good heavens!

Heard: When I look back through my diary, '64 is practically blank.

Morris: Did you have any warning that this illness was coming on?

Heard: No, I just woke up with a terrible pain in my neck. Dr. Bartlett came and gave me cortisone shots, and it didn't get any better. About three days later I was in the hospital in traction. Tommy Barber and his gang were watching after me. Then one morning when Dr. Whiting came in I said, "Isn't it funny? When I put my hands together they hurt."

The next thing I knew I was in the operating room, and Dr. Betts said, "You've got a block in your spine. I have to get it out." I said, "Fine." [Laughter]

I remember Kay Grant. She was on the BASPC staff, and she came to see me at the hospital. I was in such pain, and I thought, "Oh, Lord, if I could only get rid of this pain." She even went down with me to the surgery, when I was on the gurney going down. I saw her the other night at this BASPC party.

They got hold of Bartlett and Brad and they came to the hospital. Dr. Betts said to them, "She has a block on the spine; if it's a tumor she'll not come out of the operation." So I went
heard: into this—they didn't know whether they'd ever see me again. When I came out of it, I was completely paralyzed from the neck down, and could not move a muscle. I was in Alta Bates for three months with nurses around the clock, then home for a month with nurses around the clock and therapy. Then we went up to Tahoe, and my sister and brother-in-law came up to run the house, and Bartlett ran me. Brad taught me to write again.

Morris: What an incredible process.

heard: I wanted out. I almost made it, too. I would have if it hadn't been for them. I remember when I left the hospital, Bartlett brought a big box of candy for me to give to the nurses, and I wrote a little note. The head nurse came in weeping, and she said, "Thanks for the candy, but you wrote the note." That was the thing that impressed them.

Morris: So you got the use of your hands so that you could write the note before you left the hospital?

heard: Yes, in a funny way. I still can't write very well and I have pain all the time. That's why I'm glad I have all the things I have to do to keep my mind busy and occupied; otherwise I would rather be dead.

Morris: That's a remarkable example of the kinds of things you can control with your mind.

heard: I started getting back into things in the fall of '64, like that Solomon report for UBAC. I was chairman of the program committee. Well, that's neither here nor there; but that's why I still have to walk with a cane, and I can't do world travel any more, or lots of the things I used to. I can get on a plane, go to New York and get in a cab and go to the club. My expenses for going to New York are fairly astronomical, but it's the one thing I can do by myself. Bartlett and I go to Phoenix and Santa Fe together, and that's about the only travel we've done other than Tahoe.

Well, in 1968 I went to Europe for a month. I took my granddaughter Laurie, who was then thirteen, and my sister, Dorothy, went along to keep me from falling on my nose. But I couldn't have done it without Dorothy and Laurie; I wouldn't have attempted it.

Morris: How nice to take your granddaughter to visit some of the places you've enjoyed.
DEAR FRIENDS:

A sort of miracle has happened to me today. Sitting here in my chair I crossed my knees for the first time since January 30th. This may not seem like anything very unusual to most of you but to those who have known of my long illness it will be one way of saying that I am much better.

So many of you have asked for a progress report about me and because friends to whom I write only occasionally may not have known about my illness, I hope you won’t mind my catching all of you up in this somewhat impersonal fashion. I would like to write to each one of you individually but that is beyond me at the moment.

To recap briefly: contrary to what some of you have assumed, I do not have arthritis nor did I have a heart attack, stroke or a malignancy. Last January 30th I woke up with a stiff neck and a terrific pain in my neck and shoulders. At first the doctors thought it was bursitis so we went the cortozone, traction, morphine, x-rays and other tests by an orthopedic team, then neuro-surgeons and more tests until on February 26th I developed a block in my spinal cord and a paralysis from the neck down. This necessitated a long and dangerous operation to relieve the pressure on the spinal cord which turned out to be caused by two disintegrated cervical disks which did not show up in the x-rays. The bone spurs from four cervical vertebrae were removed but luckily fusion was not necessary so I have normal side motion in my neck.

I naively thought that when the pressure was removed my paralysis would disappear so it was a very traumatic experience to recover consciousness and find that I still could not move from my neck down. My problem these long months has been to regain sensation and use of my body. The doctors say that I am a "medical rarity" both because of the speed with which the spinal block developed and then because of the speed with which I began to regain sensation. I must admit that it doesn’t seem very speedy to me. I still have a good deal of pain and stiffness but I know I’m very lucky not to be permanently paralyzed or confined to a wheel chair, or facing major disability. I have therapy three times a week and you should see me doing isometrics and sit-ups and learning rudimentary motions all over again. Thanks to all this help I can now walk fairly well and do more and more for myself.

I’m still pretty dependent on Bartlett and certainly without his support and encouragement at the times I’ve wanted to give up I never would be here.

In the last six weeks I have been getting out to a few social events and to some of my former activities and this makes life much more interesting. It is good to pick up again on such interests USO Bay Area and on the Juvenile Delinquency Prevention committee especially now that we are deep in the Economic Opportunities program. It is good too, to be able to read much more now that I have less pain in my hands and can hold material. So all in all we approach the end of the year hoping that 1965 will bring back enough energy for the things we want to do.

We spent two months this summer at our house on Lake Tahoe and it was wonderful to be up there among the beautiful trees and to lie on the terrace and watch the water skiers flash by. Our son and his family (three children) were there part of the time and that was a great joy. My sister and her husband managed the household and Bartlett managed me!

What a boon sport broadcasts are. I don’t think I missed a Giants game all season and now of course we are deep in football. The political conventions and campaigns ate up hours and hours and what a relief to have them behind us and to be able to turn ones attention to some of the pressing national and world problems.

One learns a lot in a long illness like this about the dedication of the medical profession, about what good nurses can do for one, about the suffering of others, about ones family and ones self and about ones friends. How interdependent we all are. I am deeply grateful to each one of you for the words of encouragement you sent me and for the memories of significant shared experiences from which I constantly draw strength. I look forward to seeing many of you in 1965 and we send to all of you our best wishes for a Merry Christmas and a happy and a healthy New Year.

Sincerely,

Winifred O. Heard

12/10/64
Heard: Yes, that's right. We had a wonderful time. We were mostly in England, although she was in Holland for a little while—stayed with friends. I went to Finland for the ICSW conference, because I had a friend there, Ruth Van Meter, who took care of me, and a couple of other friends, too. It was just for about five days.

In England I made Laurie responsible for all of the routine expenses, like paying the taximen, and buying the programs in the theaters, and all this sort of business. She said to me once, "You know, it's really good having a young girl like me tipping the taximen, because they don't expect such big tips." We had a lovely time. We saw a lot of parts of England. We had a car and a driver, and visited the Winchelses, these old friends of ours. He has the oldest title in England—the Earl of Nottingham, and also Lord Winchelsee.

Morris: Is he a friend from international conferences?

Heard: No, we met him through friends in Santa Fe. Then in 1962 they stayed with us in Berkeley, and they were with us up in Tahoe. We correspond; we're very interested in them. He should be in the House of Lords, but he doesn't want to be, and his younger brother who would love it can't be, because he's not got the title.

Anyway, that's what happened at the beginning of '64 when we made this report. And as I say, really, until I started in on that Solomon committee in the fall—it must have been October or something, of '64—I was really out.

Morris: Had Tom McLaren taken over from Bob McNary as president of the Council of Social Planning? Is that what Tom was doing there?

Heard: No.

Morris: He was a member of the commission.

Heard: Well, then that's the reason. We had a panel of two or three people from the commission in each of these presentations. I had the program that we used: we had illustrations, and we had two or three professors giving little problem papers. They would relate a problem, and suggest what we could do about this—who there was in the county who could do anything about it.

Morris: You gave me some notes from some of those, and because they were stories of case studies of children in trouble, I wasn't sure if it was from the Delinquency Prevention Committee or from this one.

Heard: No, it's from this, and it was at that program at the end of January, 1964.
Morris: What kind of a turnout was there for that conference?

Heard: Oh, it was a big conference. I don't remember how many sections there were--must have been five or six: children in their own homes, children out of their homes, emotionally-disturbed children--all those kinds of things.

Morris: In addition to the five or six of you on the steering executive committee, how many of these other people listed as commission members participated thoroughly?

Heard: I honestly can't remember. Of course, Helen McGregor was on the Delinquency Prevention Committee. Tom McLaren was active in this. Ed Meese--I can't remember. He's a lawyer; he became assistant district attorney or something. Let's see--who else can I think of? Shirley Conner is very active in the Alumni Association at Cal. I got her onto the Delinquency Prevention Committee before I went off. She lives in Alameda. I think her husband's father was mayor of Alameda. Then Mrs. Ellberg--I don't even remember her being on there. Mrs. Romanoff was a school person and Mrs. Reinhardt--both of those were in the World Affairs discussion group in our house later on. Harry Schroeder became the president of Bay Area SPC, just before Dick Simms--it must have been about four years ago, or more. And Stumpf, I remember him, too, he was quite active.

Then we had Eremko, and Graham, and Harold Kehoe, who was in the Welfare Department; and Martha Scarlett from TA who always came when our whole commission met. I don't remember that we used these consultants to the commission very much, although they must have come to some of the meetings. And we did have meetings, as I said, with this advisory group to which we made reports. So it was a long and hard job that took an awful lot of time. We really worked very, very hard on this.

Morris: It sounds as if the commission as a whole met fairly infrequently.

Heard: That's right, to catch up on what had been discovered. Because it really wasn't too difficult to identify the problems; the difficulty was to try to suggest ways in which these problems could be tackled. The problems really haven't changed too much from 1964 to 1977, because it's a shifting population. I don't know what the rate of change in Alameda County is now, but it certainly must be pretty heavy.

Morris: Total numbers, I think, have slowed down from those 1962 projections.
Heard: Yes, but that doesn't necessarily mean that there haven't been in and outs—which is the kind of thing we run into in Traveler's Aid, for instance, and which, I'm sure, many of the other agencies do. Because people come to get jobs and there aren't any, or their children get in trouble. There's an awful problem with kids dropping out of school, getting into difficulty because they can't get jobs. So there's the moving population. There's poverty--look at the percentage of people who are on welfare. Delinquency, family disintegration, and illegitimacy even in spite of the Pill. Booth [Memorial] and Crittenton [Home] have changed their approach materially because of that. There still is a tremendous amount of illegitimacy in this state.

Morris: Was this the first study that really documented a sizeable number of illegitimate births?

Heard: I don't know whether it was the first or not, but it certainly brought the attention. It's indicated in here in the birth rate, which is really frightening.

Morris: Yes, there was quite a detailed discussion on that.

Heard: Income was not all that bad. I don't think we had that many people on welfare as we have now.

Oh, the other thing that we talked about in that panel in '64 was the problem of the battered child, which is still a big problem. I just heard on the news the other night about a child, I think eight months old, who was brought into the hospital, his head absolutely smashed. And there was a three-year-old child in a family, which was immediately snatched away. Well, in the time of this study, and for a long time afterwards we had to use Snedigar Cottage for little tiny children and bigger children, because there wasn't any other place for them to go. We also contracted outside of Alameda County for foster home care because there were inadequate facilities. That was why Helen McGregor was so interested, as we've discussed before, about this whole foster care possibility of using women on welfare as foster parents. Oh, all the problems—it just makes your heart ache for these children that are caught up in all this.

Morris: The Individualized Services study mentioned that there should be support for harrassed parents. How did it get to be the focus of the follow-up conference? Were there people in the audience who really responded?

Heard: No, people don't respond to these kinds of problems. That's the trouble with all of the welfare business, that they just don't want
Heard: to be bothered with it. They don't see how they can do anything individually, and therefore they'd rather not be involved. They'll give to the United Way, but not sufficiently to provide the services, and will criticize the government for doing anything for people that involves money, in some instances.

Morris: That's true with a number of social ills.

Heard: Yes. You see, there's another problem that we discovered in 1964, and I'm not sure if this is still true--I didn't check it in the '67 report yet—that the State of California doesn't record illegitimacy on birth certificates, so you don't really know. We certainly disapprove of branding a child as being illegitimate, so we don't really know, except from the agencies like Booth Memorial, or the Welfare Department in its adoption unit, or the adoption services.

[end tape 22, side 1; begin tape 22, side 2]

Concerns About Child Welfare: Day Care, Illegitimacy

Heard: The best thing to do with this whole study is to file it with the progress report of 1967 for the research of people who are interested in this field, and there may well be from the BASPC a number of follow-up studies that could be segregated out and put with this whole field.

Morris: That's a useful suggestion. There were a couple of other studies going on at the same time, and I wonder if you have any recollection about them. A note in the Individualized Services study says that medical services, particularly mental health services, were not included because there was a concurrent study going on.

Heard: That may be. I don't know.

Morris: I wondered if there was any overlap or feedback between the two?

Heard: That's the trouble. The Human Resources Commission in Alameda County still doesn't know what's going on or who to call together to find out. There are just so many people doing so many things in a big county like this, and all, perhaps, on too small a scale.

Morris: What was the Individualized Services Commission's concern about the Social Welfare Commission? There is a recommendation that greater care be given to appointments to that commission.
Heard: Oh, my, yes. That was one of our concerns, and nothing has been done about that, according to the 1967 report. If a supervisor appoints somebody, they're on for seven years and then they're almost automatically reappointed. We recommended that there be a roster, a file, of qualified persons, and that there be rotation on the Commission—that there be new ideas, and new people, and new input from time to time. But as far as I know, nothing has happened about it.

Morris: So your concern was primarily that it wasn't working as a coordinating mechanism?

Heard: It was static. They didn't have to do anything, because they weren't in danger of not being reappointed if they didn't perform well. An awful lot of these governmental commissions—I was just thinking in retrospect about the Recreation Commission.

  I can't imagine that a person would have stayed on our commission if he or she wasn't contributing. Well, for one thing, it was a smaller commission. But we had open meetings, anybody could come. That was one of the things—we had to find ways of getting time to talk about some problems before we aired them in public, but at least our meetings were always open, and the press was there. I don't think that ever happens in some of these governmental commissions.

Ward Madera was telling us on Tuesday that he and Jack Sheldon, who is president of TA, and Mr. Stearn went down to some supervisors' meeting called to affirm the revenue-sharing contract which we have. The meeting was called for one o'clock. They got there, and at 1:20 a secretary came in and said that they wouldn't be meeting. They went back another time, and some staff person said, "Oh, it looks all right to us," and signed it. There's no real participation from the public on some of these things.

Morris: Did you get comments about that from some of the public agency people on your advisory committee?

Heard: I don't remember whether we did or not. They, of course, would be very circumspect in what they said, I suppose.

Morris: Maybe, but they also, in something like this commission, might find this an opportunity to air some of their concerns.

Heard: That's true, as you can see in this "Findings" report—"Findings on protective service." We said that [reading], "A protective or preventive service, as defined in this study, be established within the recommended Child Welfare Services program of the County
Heard: Welfare Department." And it said, "This has not been implemented, although the Welfare Department consensus says that illegitimacy was less frequent among the 188 women of child-bearing age served by the unit than in the general case load at this number. Only five illegitimacies were reported; the school dropout came down; several women who had previously participated in nonregularized unions were married; a considerable number of AFDC [Aid to Families with Dependent Children] mothers who had no history of gainful employment were assisted to train for employment, and were actually gainfully employed; and the contribution of AFDC fathers rose.

"Fewer children from the special unit went into foster care or became court cases than would be true of a similar number of families in a general case load." So they did have a special case unit, which, you can see right away, did make progress. If they'd only been able to multiply that. In the homemaker service, no progress has been made.

Morris: That's been a knotty problem ever since, hasn't it?

Heard: Ever since, yes. "The Welfare Department still operates its housekeeping service, but no supervision is provided for the housekeeper on the job." And there's no emergency foster home. The hospitals have a homemaker service—the nurses do; the Alameda County Visiting Nurses Association cooperates with the hospitals in this. But there are lots of things that they won't do. A nurse isn't a housekeeper.

Morris: No, but sometimes what a person needs is somebody to come in and fix a meal.

Heard: Do meals and come in and clean the house and so forth. That's still not being done.

Morris: In other words, your recommendation in terms of the Social Welfare Commission was to try and get some leadership from that commission?

Heard: Right. I would think so.

Morris: They have a legal responsibility in terms of approving budgets and programs, don't they?

Heard: That's right. For instance, on this unmarried mothers study, we recommended that the County Welfare Department include a program
Heard: for unmarried mothers as part of the proposed Child Welfare Services program. It says, "The Bay Area Social Planning Council has undertaken a five-county study of the programs and services available to the unmarried mother. Nearly a hundred agencies, including school districts, hospitals, family service agencies, maternity homes, welfare departments, and health departments, have been interviewed in the course of this study. The recommendations of our study should be held in abeyance until the most recent data on this problem is available. The data should be released when the study is published in the summer of 1967."

Morris: It still wasn't out yet.

Heard: It still wasn't out, because this was March. I probably had that study, but I don't remember it. And that "the schools strengthen their role in identifying the early child and family troubles."

One of the things that we found in our original study was that there just weren't enough trained social workers in the schools. As of 1963, when we completed this study, two school social workers were employed in only two school districts.

What we really found was that there is inadequate support to every agency, or governmental unit, or anything you touch--there was just not enough money to hire staff, not enough staff to do a job. I don't know, you go through this whole thing and it really--

And then this whole business of day care--we are still having that problem of a lot of women who had begun to work in the war period still doing it, and there was just inadequate day care. It's expensive if you put a child into a private day care. I'll give you some examples in Berkeley. [Reading] Child care centers: the daily enrollment was preschool 125 ext. What's that? Extension school?

Morris: Extended day care?

Heard: I don't know. In 1959 they had twenty-three full-time teachers and one social worker or consultant, and a psychiatrist available for consultation. San Leandro had no one. There's no information in Oakland. Berkeley, it says, no psychiatrist available. St. Vincent's Day Home had one.

Anyway, in 1959 it cost $163 thousand plus, $182,000 in 1960, and $187,000 in 1961. But I don't know how much it would have cost to--

Morris: There was very little private day care for those who couldn't afford a housekeeper, a babysitter to come to their home.
Heard: That's right. All the agencies from the Child Welfare League contacts reported that, "Services are needed in Hayward, Fremont, Union City, and all southern parts of the county. Centers should be located in areas where there have been changes in population. We are not reaching all we should. All of them had waiting lists or more applications than they could accept. The Child Welfare League of America has undertaken to supply reliable answers to such questions as: Is this a community responsibility? How should day care facilities be financed, staffed, and operated? What should be done to protect the children who receive substitute care? What is the best form of such care? Seven communities across the country were chosen for inclusion in this study, and Oakland is one of the cities involved." So we could get that.

Morris: Were they doing that anyway, or through their contact with your commission?

Heard: Probably the Child Welfare League was doing it already, and that's why they reported.

Morris: So there was a lot of interest from a number of sources, including the Social Planning Council, for getting at the problem on some of these concerns.

Heard: Then "Services for children outside of their own homes. Background information on foster boarding home service for dependent and neglected children." The law differentiates between delinquent and dependent neglected children. Now, somebody has to decide where that line draws. In Section 600 of the Welfare and Institution Code, any dependent and neglected child is described as: "Anyone under the age of twenty-one years who comes within any of the following descriptions, is in the jurisdiction of the juvenile court, which may judge such a person to be a dependent child of the court." Under the age of twenty-one!

Morris: I've been struck by that when I've come across it before.

Heard: Now, of course, I'm sure that's changed, because at eighteen they can now vote; or maybe it's sixteen, when they can drive a car.

Morris: All of those differences in ages and the differences in young people's attitudes make you wonder about how anybody can be expected to hold to that kind of a standard.

Heard: Yes. "Are parents available or are they virtually out of the picture due to death, incarceration, or disappearance? Is the child apparently eligible for Aid to Needy Children? Does it appear that long-term or short-term placement is needed? Will there be an effort to place more than one sibling in one home?" Or do they
Heard: break up the kids? "If more than one sibling is to be placed, does jurisdiction derive from Section 600 on each of them or do they fall under different code sections? Is an in-county or out-of-county placement contemplated? Does the agency have a home available for use?" Oh, it just drove you up the wall.

Here is that illegitimate business. The nonwhite was way, way ahead of the white, particularly in the under-fifteen. "The shattering statistic," we said here, "is obviously the 679 per thousand rate for girls age fourteen or under. I was reading an article in the paper this morning about sex in the colleges—under this coeducational living program—and how a girl said, "Well, I can get an abortion free."

Morris: I wonder if the University has ever gotten any comments from parents who feel that the University Health Service, which provides birth control information and abortions, has taken away from parents this responsibility without ever consulting any parents?

Heard: If I felt that parents were giving it, I would, perhaps, have a different attitude. Back in my boy-girl relation days when I was giving these talks—I went to one of the sorority houses one night, talking about birth control, among other things. I said, "There's one absolutely reliable birth control technique." They all looked, you know, "What is it? What is it?" And I said, "Chastity." That was kind of a letdown. I hardly got home but the telephone rang and a senior said, "One of our freshmen has just come in, and she's just had intercourse with a boy and she thinks she's pregnant. What shall she do?" And I said, "Go and see Bill Donald." [Physician in the University Health Service] [Laughter]

But now I think that many of the doctors—I know some doctors who say quite frankly to college patients, "Be sure to get the birth control pill. We'll make it available to you." Or, "Go to the infirmary and get it."

Morris: I wondered if parents ever complained at this being the rule of the day in the University?

Heard: I don't think the parents even know it in some instances. I think young people are much more detached.

Then our report on adoption services. Oh, I don't know. It's just juvenile hall requirements, social work in the public schools. I marked so many of these things.
Police and Probation Department Training for Youth Work

Morris: I was struck by the discussion about the police departments and the Probation Department. It sounded as if there were two things: Most police departments were prepared to do some informal keeping of young people under supervision rather than taking action; and over 50 percent of their contacts were with young people, and of those contacts with young people over half of them were nondelinquent youth.

Heard: When we had Chief Vollmer, head of the police department in Berkeley—heavens, I don't know how long Vollmer was here, but years and years and years.

Morris: Into the fifties.

Heard: Into the fifties. The police officers in Berkeley had to be college graduates. Now they have to be two years in college and two years in the Marines, I believe, unless they've changed that again.

Morris: Just the Marines, or any military service?

Heard: It was the Marines for a while; whether it still is, I don't know. I think that was because they had much more rigorous training, and perhaps more in-depth training. I think it's a much more demanding service than any of the others. But the last information I had, that's what it was.

So there's a lot of difference. I don't know how good or how bad the Berkeley Police Department is now, and I know less about Oakland. But we used to be terribly proud of the Berkeley Police Department. It was the training department for police chiefs all over this country.

Morris: Your recommendation in the report is that all police and probation officers receive more training in understanding the developmental problems of youth.

Heard: That's right.

Morris: Was that part of Vollmer's approach?

Heard: Well, we had four remedies. First, there are only four or five things they can do. "They can issue the juvenile an official reprimand and release at the time, with or without conditions—"
that is, parents' appearance at the juvenile bureau or informal police probation. Or they can give a citation to appear with parents at the Probation Department. Or they can take them straight to the juvenile hall. In cases where the offense is slight, a reprimand is given, and perhaps the parents are notified or interviewed. Where the case is more serious, the boy" (I guess I should say girl, too) "is brought to the station for questioning by the juvenile division, if the department has one." And not all departments have a juvenile division. "In some cases parents are notified immediately, in others they are called after the questioning is over." And so forth and so forth.

"The philosophy of the department"—of the police department—"as ascertained in written materials used for police personnel reflect very faithfully the spirit of the juvenile law. The concept is that adolescence is usually a time of trouble, and the role of agencies of criminal justice should not be to stigmatize a child by branding him as delinquent." The more they can handle them without official processing, the better. "Ten of the fourteen districts in Alameda County have juvenile bureaus. Proportion of juvenile officers to total force varies widely. All but one department with juvenile officers estimated their percentage of work with juveniles at 50 percent or over. One department estimated that 93 percent of their work was with juveniles."

Morris: Yes, I thought that was a very interesting section altogether.

Heard: Now, out of this conversation with all the people involved they recommended four remedies. One, and this hasn't changed today, "more punitive measure, including stricter enforcement, stricter penalties, and education of the parents and children as to what is right and what is wrong." I'm talking about '62. "Two, better individual relations with the offender. The police officer should be fair, honest, decent with the youngster, not lie to him, respect him, gain his confidence, et cetera." And a lot of the kids don't feel that that's true of police officers. They feel that they're all out to get them and to hassle them and harrass them.

Morris: And if they're minority—

Heard: More so.

"Three, more effective coordination with other community agencies. This involves an understanding on the part of the community as a whole of the problems, and the determination to solve them in a community context." That's the reason we've got in Oakland now this status offender program going. It's in six
Heard: places across the country: Connecticut, North Carolina, Tucson, Spokane, and Oakland. It's just underway, and there should be some interesting things come out of that.

"Four, more imaginative police procedures, which include street corner prevention techniques. More elaboration of the helping capacity idea in training juvenile officers in early apprehension of problem children before difficulty becomes too severe. The departments that had no juvenile bureau tended to think in terms of stricter enforcement alone." You know, Toss him in the jug, and so forth.

"Dependent and neglected children," oh dear. "The volume of pre-delinquent activity. Twenty percent of official police activity with juveniles is concerned with delinquent tendency cases. In all but one case the offenders were under eighteen; one third of the offenders were girls. Incorrigibility appears as the most frequent complaint about children, then runaways, followed closely by truancy." We get the runaways now by the thousands, all over the country.

Morris: That seems to be a recurrent situation.

Heard: It hasn't changed.

Morris: Really. Were some of these things that I find referred to a number of times spelled out in the Juvenile Justice Act of 1961?

Heard: Yes. There was a report of the Governor's Special Study Commission on Juvenile Justice in Sacramento in 1960. I think that was one of the conferences that Roy Votaw and I were involved in.

Morris: Did this 1961 legislation make major changes?

Heard: I honestly don't remember. It says here: "The first juvenile court law was established in California in 1903, and had no major revisions until 1915."

[end tape 22, side 2; begin tape 23, side 1]

Heard: That Arizona case that established the rights of a juvenile to a hearing--

Morris: Sets some rights for juveniles in a common legal bill of rights.

Heard: A bill of rights for juveniles. "Provides legal rights and guarantees and constitutional safeguards for minors and their parents in the administration of general justice." Now, there are
Heard: several parts. "The new law continued the old provision that when a minor is to be held in detention a petition must be filed within forty-eight hours, but now the time is counted from point of arrest rather than from beginning of detention"—which shortens it. "The detention hearing must be held no later than the next judicial day after filing, as in the old law. However, the new law requires that the parents be notified of the hearing in advance, and if they don't get it, then they can request a new hearing." There are time limits on the hearings. And there are court hearings which advise the minors and their parents of their right to counsel: "If indigent, and the offense is a felony, they must be provided with counsel."

So there's a much more informal, nonadversary atmosphere. It's much more like the rights of anyone. "The Governor's Special Study Committee," I said, "made this clear distinction." "We're also aware," they say, "that the public primarily identifies juvenile court with delinquency, and consequently assumes that all juvenile court wards are delinquent." But this is really not true, because a lot of them are there because of parental neglect and abandonment. "Forty percent of the juvenile cases under the Probation Department's supervision consist of neglected and dependent children." You only have to go out to Snedigar to see those kids.

Morris: Did you get anywhere in your efforts to get some of that moved over to the Department of Social Welfare? That was the recommendation.

Heard: Did it say that?

Morris: Yes. And that first there be a protective services division set up in the Social Welfare Department to take over some of the functions.

Heard: No, "not been implemented in exactly the form suggested."
The workers carried twenty cases each, so it totaled a hundred families, with an average of four children per family served by the unit. "After more than a year of operation the welfare staff consensus is as follows: Illegitimacy is less frequent among the 188 women of childbearing age served by the unit than in the general case load of this number." The school dropout rate went down; several women got married. So that some progress was made, but that "a protective or preventive service be given high priority"—

Morris: That's still a recommendation.
Heard: It's still a recommendation. The homemaker's service we've been over. And, "that the County Welfare Department include a program for unwed mothers as part of the proposed Child Welfare Services Program. This recommendation has been given careful consideration by the department. An application to the Board of Supervisors for permission to seek a state grant with which to finance protective services in the Child Welfare Division will be made in the 1966/67 budget. If this plan is approved the department will include unmarried mothers as part of their proposed clientele."

Adoption Services and Foster Care

Heard: And then here's for unmarried mothers and adoption. "One hundred interviewed. Much information being collected by the BASPC." So that report will give us the latest on that. "In spite of an increase in agency adoptions, which has doubled in the last decade, independent adoptions are still a major problem in Alameda County. The commission is aware of the incalculable damage that may occur to the child, the natural parent, and the adoptive parent in independent adoption." This under-the-table stuff. "There are almost no adoption homes available for minority and other hard to place children."

We find this in the Vietnam program, for example, or with children of mixed parentage. Everybody wants a baby, but they don't want the older child. It's like when you give children a kitten, you don't see the cat. It's very difficult to place children who are either retarded, or older, or handicapped in some form, or of mixed parentage. There are just not enough babies to go around; the whole adoption program is way, way down because the birth rate is down.

There's the Lincoln Child Center and Fred Finch Youth Center. "There's no progress for group homes in appropriately related services. The project referred to was developed by the Council of Social Planning of Alameda County, and the Lincoln Center and the Fred Finch. The California Youth Authority failed by a narrow margin to get the project funded in its original form. There have been a few church groups and group agencies who undertake to run group homes, that are working with the California Youth Authority. The First Congregational Church of Berkeley, which is operating a group home called Howard House in Berkeley." Do you know about it?

Morris: Yes, it's not functioning at the moment. They haven't been able to keep it filled.
"Mission Neighborhood Center, which operates a similar facility in San Francisco. Two factors which prevent agencies in the county from working with the CYA [California Youth Authority] are that the CYA limits the parolee's stay to ninety days and that reimbursement is not at the full cost of service."

Then we also recommended that "an appropriately qualified voluntary agency, in cooperation with the Probation Department, develop on a demonstration basis emergency receiving homes for dependent and neglected babies and very young children who would otherwise be placed in Snedigar Cottage." We were particularly uptight about that. There was no progress and we continued to use Snedigar, at least in '67.

Morris: Snedigar is under the Welfare Department, isn't it?

Heard: Probation Department.

Morris: Is that because of difficulties between the Probation Department and the Social Welfare Department?

Heard: I don't know. I think it's just the facility that's available. The Welfare Department doesn't have any facility.

Morris: Yes, but the recommendations have been to transfer Snedigar out of the Probation Department and make it the responsibility of the Welfare Department to emphasize the protective element.

Heard: Yes; but, you see, it says, "an appropriately qualified voluntary agency, in cooperation with the Probation Department,"--still in cooperation with the Probation Department. And that, "the public agencies purchase this care on a full cost basis." You'd have to have five or six facilities.

Morris: Which can absorb a fluctuating population. That's a tricky financial problem.

Heard: Yes. "Lincoln has set up a committee of its board to set long range and short range goals relative to the use of its land. A day treatment program is now funded which will be able to serve thirty children for eleven months a year." What do they do the twelfth? I don't know. It's really discouraging. There was some progress, as small as it was, but the problems really haven't changed from '64 to today: truancy, delinquency, emotionally disturbed, handicapped, battered children.

Morris: And not much change in statistics either, probably.
Oakland Status Offenders' Program

Heard: Travelers' Aid has a program for status offenders which Oakland is involved in. Mrs. Craven, is employed by ICE [Interagency Collaboration Experiment] as national staff, because she goes around from one of these five places to another. They are making a survey, whether communities or individuals—I don't know who all they're approaching—on their attitudes, their gut feeling, their instinctive reactions to some kinds of questions. The questionnaire asks if you agree strongly, or you agree, or you're neutral, or you disagree or you strongly disagree.

I thought a few of these really are the same age-old questions that we tackled in our BASPC study. For example, most status offenses are just normal behavior for teenagers. [Reading from questionnaire] "The police should return runaways to their parents if their parents want them, whether or not the children want to return."

Morris: This questionnaire is just to get a general view of community attitudes?

Heard: They're collecting these all over the places where the study is being made. And you can say, "Yes, but . . .," to every question like that. I think it's extremely difficult to develop a questionnaire that isn't slanted. Don't you?

Morris: I think that's why they have that wide range of hard line and very tolerant kinds of questions.

Heard: Such a gamut, yes.

Morris: You find yourself wondering, "Now, what do they mean by that question? What are they really after?"

Heard: Yes.

Current Trends and Goals in Service Organizations

Heard: This UWASA II which has just come out—United Way Systems Identification Services—is a great advance in the United Way designation of the programs and agencies which are funded by United Way cover. We were particularly interested in it in Traveler's Aid, because it enlarges the number of programs that
Heard: Traveler's Aid is involved in—like Crisis Intervention wasn't listed before.

When I go to New York I'm going to get our field staff person who worked very hard on this to develop a study outline, because it's really very difficult to do much about if you don't know how to use it.

Morris: It's a compendium of kinds of programs?

Heard: It's a compendium. For instance, it covers eight goals. [Reading from UWASA II] "Optimum income security and economic opportunity. Optimal health. Optimal provision of basic material needs. Optimum opportunity for the acquisition of knowledge and skills. Optimal environmental equality. Optimal individual and collective safety. Optimal social functioning. Optimal assurance of the support and effectiveness of services through organized action."

You really have to go through the whole thing and see which of these optimal goals a given agency falls into. What Mr. Mopsig said—well, there are these digit systems. I can't understand them. "5.02.02.02," it says here. "First digit reserved for broad social goals. The second digit is reserved for service systems. It allows for the identification of nine service systems for each goal." Oh, I don't know. This is too complicated.

Morris: That means, then, that United Way can run all the programs under its purview back through a computer system and get a nice categorized listing.

Heard: That's right. Their ambition is to get them into these eight major service approaches.

Morris: The agency review process that I've just participated in for the local YWCA uses a very similar kind of a coding.

Heard: Well, most United Ways have these now, but this is an improvement and an enlargement. The one thing that a lot of agencies have been complaining about is that the present code which is used, UWASA I, does not really include all of the services that many agencies perform. So this is a refinement. The one agency I know the most about is the Traveler's Aid. This code enlarges it into about nine or ten categories, its services into that many, instead of just the few that were in UWASA I.

Morris: You mentioned crisis intervention and hotline. I associate those with the alternative, innovative fringe agencies.
Heard: Suicide Prevention, or something.

Morris: Yes, a real difference from the traditional kind of social service program. It sounds like the alternative ideas are being accepted into the professional parlance very quickly.

Heard: And the funding structure. I don't know how quickly, but our national TA program committee has determined that one of the obligations of this next year be a study by the board of directors of this report. That's why when I'm in New York next month I want to get a simplified attack on it, because this is too complicated. I'll try to identify for Traveler's Aid in just which of these places we would find ourselves, which I really haven't had time to do.

Morris: It's rather discouraging to think of computerizing human services—people in their own communities helping their neighbors. It also sounds as technically involved as some of the governmental programs. I'm interested in what the relationship is and where it works best between public projects and the voluntary agency are providing similar services.

Heard: That's why this is so important—people helping people. If we lose the voluntary sector in this country we will have lost its unique and precious contribution.

Morris: What happens to the voluntary sector, however, when it becomes programmed and organized and administered by the public governmental sector?

Heard: Or must conform to. I think there is still some option, for example, in revenue-sharing. I don't know whether the YWCA participates in revenue-sharing or not, but the Traveler's Aid in Alameda County does.

Morris: The Y gets it for the Women's Refuge.

Heard: But the community YWCA doesn't have any revenue-sharing?

Morris: Yes it does. A number of voluntary agencies; for example, the Gray Panthers has revenue-sharing funds for an over-60 health clinic. So that there are--

Heard: --a number of revenue-sharing projects. The Traveler's Aid gets a budget for financial assistance to individuals who are in trouble and need. When a person runs away from something, or runs to something, you really have to handle that immediate problem first before you can get at the counseling end of it—why are they doing this? That's why counseling is the important part of the
Heard: Traveler's Aid service, although they do emergency band-aiding immediately if the need is for a bed and some food and a place to stay.

Morris: You take care of that.

Heard: Yes, and then you go into the reasons why they're doing this, and what would be a good plan to help them out of repeating it again. So that's what the agency's primarily about. And that's what the financial assistance from the revenue-sharing makes possible on a much wider scale.

Morris: That's different from this People Helping People idea, which says that the Social Security Act amendments in 1967 required that there be a volunteer component in welfare programs.

Heard: That's right.

Morris: That's volunteers actually working in a government program, rather than revenue-sharing coming back out to volunteer agencies.

Heard: Oh, that's right. But it's very difficult, as we said before, for volunteers to participate in some kinds of programs, because it takes more training, it takes more expertise.

[End tape 23, side 1; begin tape 23, side 2]

Heard: It says here, "Modern auxiliary leaders"—this is in health—have come to emphasize and expand on two jobs they've always had. First is acting as a bridge to the community and increasing the public's understanding, not just of the hospital and its needs, but also general health care needs and specific community health care needs. The second is helping to humanize the hospital."** Well, that's why we have Pink Ladies, or whatever they're called, and why we run gift shops, and why we put on fund-raising events. The volunteer association at Alta Bates Hospital, for instance, has put televisions in every room and done a lot of things of that kind, but there are some kinds of things that they can't do.

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**Ibid, pp. 48-49.
Heard: In Traveler's Aid, for example, they can't interview some of these clients unless they've had very special training; they could do more damage than good. I was thinking the same of child placement agencies—there are just some places you cannot use untrained people. But that doesn't mean you can't use them in an awful lot of things. I can't think of very many things that you couldn't have an advisory committee on, if only for the purpose of letting them know what the professional agency or governmental agency is concerned about and to translate this to the community at large. I think there's a lot of mystery about what a good many agencies do, don't you?

Morris: Yes.

Heard: In this report I really didn't know what Fred Finch did, contrasted with Lincoln. Or I never even heard of the Serra outfit. Or I didn't know on what premises kids got dumped into what service. These are things where volunteers need to be involved, which is one of the reasons that health agencies, hospitals, put on health care seminars and have speakers come. We do this every month; I think most hospitals do. Or we have that "Hall of Health" program, which is all kinds of gadgets which people can go and see. School children from all over Northern California come. There are thousands a year, and they're terribly excited about seeing how the heart works, and what smoke does to your lungs, and all these kinds of things that are educational and are run by volunteers.

Morris: I would think volunteers in government-funded projects could work the other way around, too—that you could have input, then, into the government agencies from the community, which might eventually effect legislation and funding and whatnot. Does that run the hazard of running afoul of the kinds of lobbying concerns that we've had in elective politics?

Heard: I think it depends on how large a ground swell there is. I think the reason that the League of Women Voters is so effective is, for one thing, that they know what they're talking about when they take a position. Secondly, they don't endorse candidates. Thirdly, they're a large enough organization to make an impact when they come out with some opinion. I mean, they're nationally recognized. Congressmen tremble [laughs] when they come out with some kind of a statement that hasn't been thought through by others.

Morris: I think we've covered most of the questions that I had; you picked them up as we went along. I think that just about covers the role of this kind of study. Did you then go from that directly into the health planning committee that you were on until recently, or is that unrelated to your Council of Social Planning work?
Heard: I tried to make a little list. Oh, I've got several other things to tell you. I made a little list of dates I went on various things. In 1954 Bernice and I went to Sacramento on June 2nd. And on October 23rd of that same year, '54, Governor Knight met with our Asilomar board at Asilomar.

Morris: Oh, so he did come out of his office?

Heard: Oh, yes, he came down there, and that's when he was very scornful about the longhouses. He was sure it would be a political football, and that we would be having to get money from some other source and so forth.

Morris: Was this one of the first times that the state had ever gotten involved with acquiring park land that had buildings on it?

Heard: They weren't interested in the conference part of Asilomar. All they wanted was the wilderness area. That is what has been set apart, and that is what is the state park. The conference grounds part is on lease. Well, it's part of the whole acquisition, but it's operated by a special board in Pacific Grove as a conference facility.

Morris: I see. So it's a joint county/city operation now.

Heard: No, it's state. But the board that we signed off on to agree to operate it was made up of the mayor—for instance in 1955 Rudy Partridge, who I think was then the mayor of Pacific Grove. Our committee met at Asilomar. Then on the 18th of May in 1955, Bernice and I had a meeting with Governor Knight and Mr. Peirce. In December of 1955 the purchase of Asilomar was approved by Mr. Peirce.

Morris: He did approve it eventually.

Heard: Oh, he approved it and we thought everything was—as you'll see in that report I wrote. We were going along just fine, and we had a twenty-year lease all signed up and everything. Then in January of 1956 we had a meeting at Asilomar with Mayor Higgins of Pacific Grove, and that is when we came out with all the stuff about Lace Curtains and Peirce's reneging. So in July of '56 we had the transfer ceremony.

Morris: Mr. Peirce changed his mind in the middle?

Heard: He changed his mind.
HAVE NO KEYS for unlocking the places where the MAGIC OF ASILOMAR is HIDDEN

on the sands
under the trees
in the beauty of the surf against the rocks
in quiet moments in the chapel
in the give and take of discussion
in the thoughtful consideration of problems
in solitary rambles
in little groups
in great assemblies

THESE ARE THE CONCERNS around which we work out our policies

in the fun—laughter that are ASILOMAR

THESE ARE THE ATTITUDES which members of the BOARD & STAFF must have

THESE YOU must search out
for yourselves just as all of us who have preceded you in administering these grounds have had to do.

THE WOMEN who founded ASILOMAR had a great vision.

WE WHO HAVE FOLLOWED after have tried to keep ASILOMAR as a spot where there are no barriers of race, creed or origin

where everyone is equal
"everyone is free to speak—to worship—"

WE WANT ASILOMAR—a place where prejudices disappear
where whole new horizons open to the inquiring mind
where new insights into personal & social problems are developed
where individuals find new courage with which to go back into their own homes & Communities & do something about them

THE REAL MEANING of ASILOMAR is in the give and take of discussion its genius, its heritage in the thoughtful consideration of problems in solitary rambles in little groups in great assemblies in the fun—laughter that are ASILOMAR

IT IS A PRICELESS HERITAGE

We are confident that you will guard it well.

We are hopeful that under your leadership & that of the Corporation—canny, progressive, bold

Asilomar will have a new & greater building period

& that down thru the years the name ASILOMAR may be synonymous with all that is best and most beautiful in our great state.

This is the charge we who have brought ASILOMAR to this moment in its history

now lay upon you

as we turn over these keys

Our good wishes go with you.
Health Care

Heard: Hospital Planning I went on in 1968—that's before this became Comprehensive Health. The reason I got on Comprehensive Health is that we were merged in with it; when Comprehensive Health was organized they took in our group. Then I was on Comprehensive Health until it folded, which was 1976. I was on the executive committee, on the by-laws committee, chairman of the annual meeting committee—a whole lot of things.

Morris: What was the purpose of the original Hospital Planning group you went on in 1968?

Heard: I guess it was an effort to pull disparate health programs into some kind of understanding of what each other was doing. Dick Hafner was the chairman of this, or maybe he became the chairman after Dr. Malcolm. Neither Dick nor I can remember when this began, or why we were on it, or what it did. But we can certainly remember Comprehensive Health, because that was an official governmental organization.

Morris: And the Hospital Planning was not? It was a more of an ad hoc group?

Heard: It was a county thing, and the Comprehensive Health was national, but organized in counties—Alameda County. Now, the new plan is to put Comprehensive Health of Alameda and Contra Costa counties together. As far as I know, as of this moment, they have not decided anything about what it's going to be or do, or whether it's going to be joint powers or non-profit. And I've completely signed off on that whole business.

It was a very rich and rewarding experience to be on, because the function of Comp Health was to review applications for licensing, primarily. So this involved new programs in hospitals, in nursing homes—in any health facility that had to be licensed, or its building program enlarged. It has nothing to do with the certification of a hospital, or the choosing of its medical staff, or the operation of a hospital.

Morris: It's purely the building.

Heard: It's the facility. Comprehensive health planning to see that not every hospital in the county is trying to do the same things—eliminate the duplication of services, primarily, and to enforce standards. I think I mentioned the fact that almost all nursing homes came before us in the last year of our existence to change
Heard: from skilled nursing to intermediate care, because the state does not fund the cost of skilled care. Nursing homes could not afford to meet the standards of skilled nursing care in terms of a doctor on call, trained nurses on duty all the time; they couldn't do it. That's why you hear all these complaints about the nursing homes.

Morris: I was going to ask you about that. It would put you right on the spot to observe all of that.

Heard: Sure. I don't know of any nursing home—in fact, when I was on the Hospital Planning Committee some of the doctors who were on it said, "I never recommend a nursing home. I give my patient or the family the names of three and let them go and choose for themselves, because I don't know of any that I would recommend."

Morris: Really?

Heard: Yes, they were that bad. It's not because they want them to be, but that they simply cannot afford the kind of care. You hear all these tales—well, in the state hospitals and mental hospitals, for instance, people dying because they're left bound down in their beds or something, or given drugs to keep them sedated all the time. Or in the nursing homes they can't afford enough care, so their physical needs are not attended to. They're propped up in a bed, or propped up in a chair and left to sit all day with nobody paying any attention to them because there just isn't sufficient personnel to provide adequate care under present financing.

Morris: That seems puzzling in an era when we're all so concerned about the number of healthy people who don't have jobs.

Heard: That's right. It's a whole new kettle of fish—or can of worms. I don't know what the answer's going to be to health care. We're going to have to have eventually, I suppose, some kind of national health insurance program that's more adequate; at least it's going to have to cover catastrophic care. I was looking the other day at the minutes for the Alta Bates rates of the year: intensive care is $380 a day now. And the burn center—oh, Lord, I don't know how far that can go.

Morris: I gather you have to pay for the facilities and the staff even though you don't have anybody needing the burn care.

Heard: Oh, no—we rotate them and other units. The burn business seems to go up and down quite a bit. For a while last fall the Burn Center in San Francisco was practically empty and then they had two or three big fires in San Francisco and it's practically overflowing. We haven't had any major fires in Berkeley, so we were, I think, down to one patient for a while—briefly, thank
Heard: goodness. I shouldn't say it that way, because it's such a horrible, horrible kind of thing. You can't keep nurses, you can't keep doctors. It's an incredible degree of care that has to be given for a burn patient. But, we have one.

Comprehensive Health would have been involved if all three hospitals on Pill Hill, for instance, wanted to have a burn center. They voted in terms of one burn center for this area, and that was given to Alta Bates because we already had facilities that could be mobilized. The same thing with hemodialysis. The same thing you notice in maternity care—Providence Hospital is even now talking of giving up its maternity care. Alta Bates has a big increase in the number of obstetrical cases, which you don't really think of as happening with the birth rate falling, but it's because hospitals are going out of the business. Herrick for example gave up OB. So that Alta Bates has taken their cases, but Alta Bates doesn't take psychiatric patients—Herrick does—

[end tape 23, side 2]
Mobility in America

Heard: I became a member of Traveler's Aid in Alameda County in 1959. That must have grown out of the fact that I was at that time on the Alameda County Council of Social Planning, or whatever we were called, and had been on YWCA—I was still active in YWCA nationally and regionally at that time. So I think that the fact that Traveler's Aid was an offshoot of the YWCA—probably they were looking for the various people that had that kind of background.

Anyway, that's when I became a member of the Alameda County TA. Then in 1967 I became a member of the national Traveler's Aid board. I was elected to membership actually in 1968, and attended my first national council meeting, which was in Detroit. I can't remember one thing about Detroit, except that I had quite a few friends there; the memory I had of Detroit was connected with the YWCA.

Morris: Traveler's Aid has the same kind of national conventions for membership?

Heard: We have an annual convention, mandated by our charter, which is the national council. The national council is made up of one or two representatives from each of the member agencies of Traveler's Aid, and they have annual meetings. The function of the national council is to elect the national council members, and to be sort of a liaison between the field and the national board. The national council meetings are set up to inform members about what's going on around different parts of the world. We have discussion groups and speeches. Some notes I have here on speeches are extremely interesting—the whole question of mobility.
Heard: So the history of Traveler's Aid--

Morris: It spun off from the YWCA long before you became involved?

Heard: Yes. In 1918 there was a Traveler's Aid, when I came out here to enter Cal. The Traveler's Aid in its infancy, as part of the YWCA for years, was primarily concerned with meeting people at trains and ships. That's the way people traveled in those days. So it was pretty largely built around the problems of those kinds of people.

Morris: This had to do with the young woman leaving the farm?

Heard: No, that was more the housing program of the YWCA.

Morris: Yes, but was it related to young women in transit alone?

Heard: Older people, too—any person. The immigration in those days, you remember, was very heavy. In the port cities like New York and so forth, it was a big program. Then, subsequently, as people began to travel by automobile, the whole picture of the needs of Traveler's Aid clients changed. So we don't meet persons very much anymore, except as they go from one Traveler's Aid city to another or to one of the cooperating agencies where we know that they need some attention. In Oakland, we have volunteers at the bus station and at the airport and direct telephone service to the T.A. office.

But to go back to my involvement in Traveler's Aid. I went on the national board in 1967. I don't know why I instantly became chairman of what was then called the activities committee. I was also at that time on the National Social Welfare Assembly board; I was chairman of the program committee for NSWA for a long time. The two are in the same building in New York, and heads of agencies knew each other. So that may have been why I got invited on it—I don't know. Martha Scarlett probably had something to do with my name being proposed as a member from Alameda County.

Morris: You said that the national council was made up of representatives from member agencies. Is a member agency like the Alameda County Traveler's Aid?

Heard: Yes, local TAs. There are some eighty of them scattered around the country.

Morris: Is there any international branch?

Heard: Yes, that's in Geneva. It's called International Social Service. There's not an international Traveler's Aid by that name; the
Heard: The international program is built around the International Social Service adoption program. It's that part of the program, which is what the ISS is in what became TAISSA [Travelers Aid International Social Service].

Morris: Let's go back a bit to Alameda County. What were they involved with in 1959 when you went on the board first?

Heard: Oh, serving the people who were moving. You see, Traveler's Aid is built around the needs of moving people. There were the same kinds of people moving around. Now, one of the things I was discovering and was reading up on was a paper on mobility that was given by Professor Reul, who was professor of social work at the University of Georgia.* This was early in the seventies, and I don't even know what conference she gave this paper at. But it was early in my life.

She makes a lot of very interesting observations about how the United States of America is built on the concept of mobility. You know—"Go west, young man." People don't move so much because they're restless, but because they see hope of a better condition if they move someplace else from where they are now. They don't necessarily move out of a lower level of living to a higher one, unless they see some way of functioning there which is more attractive and where there are jobs available.

She points out the fact that the movements of people from east to west and south to north are not new. These have been going on from the beginning of time in this county, but the pull of certain areas of the country has changed from time to time. Like in World War II—the hundreds of people who came from the South to the coast because of the war and the industrialization out here.

Morris: Did you find these kinds of things were true in Alameda County?

Heard: Oh, yes. This is always true. The mobility of this county is really amazing. Reul says that the migration in this country has been interpreted since the very beginning on two concepts: geographical movement and change in social class. People want a better place to bring up their children, or to get out of the ghetto.

Morris: The idea is that if you move to another physical location it will be easier to move into another social class?

Heard: That's the hope--economic and social. She said it in another way [reading from speech]: "The American Dream has always included territorial migration, moving from place to place, and social mobility, the struggle to change social status."

This probably was true to some extent in the beginning also, but I think the major difference now is that, well, mobility is easier, for one thing; anybody can get up and go. Kids can hitchhike, or you can get a jalopy and drive. Or you hear about a job in some place and you think you'll go there because there's no opportunity where you are now—you pack up. Instead of the earlier pattern where the husband used to go and get a job and send for the family, even if it took five years, as was the case with some of our immigrants, now everybody gets into the car, and they all go. Then they get there and they find that there aren't any jobs, or they've all been filled.

It has been our finding in the last two or three years that all employment agencies are supposed to list the areas in this country where jobs are plentiful, but they rarely or never check off when that has ceased.

Morris: Or when the pattern shifts.

Heard: Or when the pattern shifts, so people pick up and they go there. There was a great movement to the South, for instance, for a while a couple of years ago, and they got down there and found that there weren't any jobs.

The other thing that's happened is that early migration was to the farms—well, this is a good example—and they were untrained, unskilled. An awful lot of that kind of people who move around have now been eliminated because of the development of technology. When they move there are no unskilled jobs, because you can get a machine to do what you used to have a slave do—pick cotton, for example. On our ranch in Phoenix, for instance, we used to have cotton pickers. Now we have big cotton combines that cost $30,000 or $40,000 each, but they can do in a day or two what it took a whole bunch of field hands—and you had to house and feed them and do all those things, which was typical of an agrarian population, or a pre-technological one.

Morris: I have also run across a number of comments that there has always been a pattern of young people on the move as individuals.

Heard: This is particularly true of moving out of an agricultural area. Don't forget that it hasn't been very long ago. In my own childhood I can remember most every—I don't remember what percentage, but a
Heard: very high percentage of the people in this country lived on farms. And that changed gradually. It's also true that some families are prouder of the fact that their ancestors and they have lived for hundreds of years on the same location. One of the founders of our family still owns the farm in Kentucky where my grandfather was born.

Morris: But in thinking of families running a farm, you probably reach a point in most generations where some of the children don't get along all that well together. There's only room for one child to be the boss of the family farm.

Heard: That's right, or they don't need that many people. So the younger ones, or sometimes the older ones—depending on who has the inclination to be the farmer—move out, thinking they can better themselves by going to some other place, particularly from rural to urban.

Morris: Yes, that's been an American pattern. Heman Stark told me once that his observation had been, when they started moving to California in the forties, that it seemed to be the stronger young person in the family who would come.

Heard: Dust Bowl days.

Morris: Yes, and the beginning of the war years. The kids he saw traveling on their own tended to be fairly able, bright kids, rather than the weaklings of the family. The weaklings stayed home, he observed. I wondered if you had any observation of that through the Traveler's Aid?

Heard: Sure, all we deal with is people who are on the move. Sometimes they are motivated by this change in social status and economic advantage. But it's not so much, apparently, because they were—I don't think we had as many people with emotional problems. It was much more just mobility—what Reul designates as the two motivations. But now the kind of people that we get, a great many of them, have problems that they can't solve.

Morris: Was this beginning in 1959 when you went on the Alameda County board?

Heard: You know, I think I said this to you before: one of the things that is very difficult in a casework agency is for board members to have that close association with clients. Yes, we heard about these people. Always they are people who are in trouble. The other thing that you have to remember is that we had residence laws in this country for a long time. I've forgotten just what year those
Heard: residence laws were declared illegal. So that when people came to Alameda County, or any other place in the country, and thought they were going to get a job and found there wasn't a job, they were not eligible for welfare because they were not residents; they had not met the residential requirements.

You remember in the Dust Bowl days we had those federal camps down in the Fresno area—well, all over I guess. I remember going to one on our way to Phoenix when our children were little. I had gone to a couple of conferences, I guess in connection with the Youth Authority, and one was on migrant children down there, so I wanted to go through this camp. We drove around, and there was a shed with a tin roof on it where women were doing laundry. As we went by we heard one of the women say, "I guess that must be Mrs. Roosevelt." She was driving around doing everything in those days.

I think there are more kinds of people. I really need to differentiate between the national program job and the local job.

Alameda County Travelers Aid, 1959

Morris: Before we get into the national I'd like to know a little more about who was on the board. Was Martha Scarlett yet the executive in Alameda?

Heard: Yes, as far as I know.

Morris: She was already there in '59 when you came on the board?

Heard: Yes, when I came on. She was also on the national committee—activities and service and program. When we became TAISSA in 1972, we changed the name of the committee to program. Before that we called it services, and when I first went on it was activities.

Morris: Who else was on the Alameda County board that you remember particularly?

Heard: Just subsequent to that we did the study on the needs of children in Alameda County, and some of the same people—Molly Lawrence was on, and she was also on the TA board. Whether she was on at the time when I went on, I'm not sure, but she's been on. Long-timers are people like Ruth Scheer, Alice Heyneman, and Helen Burnhill—those I remember in particular were on when I was on.
Morris: Would one of them, perhaps, have been the one to ask you to take a
spot on the board?

Heard: I don't remember—that's ancient history. I've no idea. They have
a nominating committee, so somebody asked me, but whether it was
inspired by somebody who knew me or suggested my name, I have no
idea. Just like you get invited on any board—I guess somebody
thinks you would add something to the strength.

Morris: What made you accept, with the heavy kind of schedule you were
already carrying in other organizations? What particularly
appealed to you?

Heard: I guess because I wasn't doing anything locally for Traveler's Aid.
In '59 I was still doing YWCA, wasn't I? But I don't think it
represented a very heavy obligation. If you only have eight or
nine board meetings a year, that's not such a big, heavy thing.
And I was interested, I suppose, just because it came out of YWCA.
That was part of my motivation, and because I liked Martha Scarlett
and enjoyed working with her over the years. I enjoyed her very
much; she's one of the really big people.

Morris: Tell me a little bit about her. I've heard her name for years, and
I've never heard exactly what her skills are.

Heard: She's a trained social worker, and she had been on the national
Traveler's Aid staff during the war—field representative. I
probably met her during the war when I was doing USO, although I
don't remember that this was the case, because there was another
person who represented TA. But I think she went to some meetings of
member agency executives of the USO council in New York when I
was going there as a member of the USO staff, doing the one
professional job that I did in my life.

The name of the woman who was for many years the head of the
national Traveler's Aid was Bertha McCall. They were part of the
USO, so that may have had something to do with it.

Morris: So you had a number of contacts with TA through USO?

Heard: Yes.

Morris: Is TA's work heavily with young people?

Heard: Oh, no, I wouldn't say that it was, although a high percentage
are under eighteen—particularly now that we have all the runaways
and things, which wasn't true in the beginning.
Morris: I've been told that Traveler's Aid in the Bay Area was one of the first established agencies to realize that something different was happening with the influx of young people in the mid-sixties, and to start some of the first runaway programs. Was this something that came to your board?

Heard: Traveler's Aid all over the country did, yes. That's right. Traveler's Aid Association in this country is unique in that it has what we call a chain of service (I think we talked about this before), which means that if a person arrives in Oakland, and his home is in Timbuktu, Traveler's Aid here can get in touch with his home community. One of the things that is true of Oakland, Alameda County, and every other place in the country, is that there are not enough facilities where you can put those people.

Now, for instance, we just voted at our board meeting the other day to rent on a permanent basis a room in the YMCA in Oakland, and this has been done. We already have hotel rooms there on a reduced basis which take both men and women. It's for people who arrive late, and our office hours do not permit their coming at that time, but they agree to come the following morning, so we can put them up for a night in the YMCA. There are three or four places in Oakland where we can put people for short periods of time: the Oakland YWCA did this at one time, and the YM, and Salvation Army, and there are places where you can get free meals. There's one mission where you have to go to the prayer meeting before you can get a free meal--there are some funny kinds of restrictions on people.

But their first immediate need is for usually some kind of physical help: they've got a problem, they're hungry, or they're sick, or tired, or out of funds--things like this. The workers on Traveler's Aid staff are all trained counselors. Their job is to get at why the person is in this situation: why they've left wherever they've come from; can they go back; do they want to go back; is it the best thing for them to do to go back; how do you put things in motion to make this come about?

After the young person, or the old person, or whoever it is, has decided whatever they would do, you get in touch with Traveler's Aid in that city. Or if we don't have a Traveler's Aid there, then we have three thousand cooperating agencies, and you get in touch with one of them.

Morris: Who are the three thousand cooperating agencies?

Heard: All over the county--things like the welfare department, the Red Cross, the Family Service Agencies, the Child Welfare League. All kinds of places, depending on the age and the problem--we have
Heard: the resources. Maybe it's the family directly, or some relative that the young person or the client has identified. Then you work with that client—some are quite short periods, some are longer—counseling to work out a plan for getting their heads on straight, or solving their economic or social problems.

Then, of course, during the war in Asia we got into this adoption of refugees program—Vietnam. This is still going on. Bangladesh—I've got gruesome things on Bangladesh. The special program that TAISSA did with wives in Bangladesh who were raped, and families which will have nothing to do with them if this is the case. So that was a program.

Morris: Why was the adoption program in Asia rather than in Europe?

Heard: Oh, the adoption program is all over the world. The Asian program is a more recent development, because that is a war situation. Well, all of them started in a war. Germany is the biggest client we have. That's because we had so many servicemen over there.

The adoption program is still the biggest program for ISS. I think national ISS works in about seventy-five countries of the world. The thing that makes it so very complicated is that you have to know the laws of each country; you have to know the governmental agencies you have to clear with; you have to know the language; you have to translate the documents. If it's some little village in Greece somewhere, it might take two weeks to even locate a person. I think I mentioned to you the problem in Germany of welfare: if a German woman has a child by an American—soldier usually; maybe it's a civilian sometimes, but largely military—the German government will not give her welfare until an effort has been made to locate the father and see if he can be induced to contribute. So this gets referred to Traveler's Aid—ISS in New York; we fan it out. The process that we finally came down to is that you write a letter to the last known address. If that is returned marked unknown or something, then the German government will accept this.

Morris: A bona fide effort.

Heard: A bona fide effort to locate that individual.

Morris: A lot of this sounds similar to what Red Cross does in some cases.

Heard: What Red Cross does is for military only, no overlapping. Just like Red Cross and USO have clearance on who handles what; they're entirely different services.
Morris: Does this take some sort of continual negotiating?

Heard: No, it's an established policy. I don't think we have any trouble with infringing on each other's territories or turfs.

Morris: I wondered if they might be one of the cooperating agencies involved.

Heard: Oh, yes, they are, for TA. Because sometimes it's a military person that comes in, or maybe it's somebody who's got less than an honorable discharge. There are all kinds of problems you can get into; you'd be amazed at the kind and degree. But a tremendous amount of them are of the emotionally disturbed people.

We had a case just the other day where a man came in and he just didn't know why he was here, or where he belonged. He had money; he wasn't impoverished. He had a passport that said someplace in England—I'll say Sheffield, just because I can't remember the spot. And so what Traveler's Aid did was to follow up on this—check his passport, get in touch with a relative in England who didn't know why the man was in Oakland. It turned out that he does have relatives in this country.

[end tape 24, side 1; begin tape 24, side 2]

Heard: So what we finally did was to arrange for him to be in one of the facilities we have access to. I think it lodges six people—a Mrs. Anderson maintains this establishment. He can pay for it, and eventually he'll probably come out of it. Maybe he's had a stroke. Nobody really knows what caused this loss of identification and location.

That's not a usual sort of thing. Mostly people come in because they have not been able to get employment. They aren't eligible for welfare because you still have to maintain a certain amount of time in a community, and you have to have a residence—a park bench or your car isn't sufficient, which is where a lot of people end up. You'd be surprised at the number of people that come in with little kids—they've just been sleeping in their car.

Or they're runaways. We have a big, big lot of runaways. The status offenders and runaways are often one and the same person; they've gotten into some difficulty because they've run out of money and maybe they do a little stealing or something to keep themselves going. We also get mothers with as many as five or six children, fleeing from an abusive husband.

Morris: How do people come to Traveler's Aid?
Heard: They're referred by the police, by the welfare department. We have a hotline at the airport and one at the bus station. We've just had this recently in the last three or four months, and we've discovered that the majority of our calls now come in between eight and nine in the morning, and the office isn't open until nine. So we've just arranged the staffing of Alameda TA to have a staff person on duty every morning at eight to answer these incoming calls.

Morris: What is there about eight to nine in the morning?

Heard: They probably sat in the bus station all night, or they've just wakened up and they want to get in touch with somebody who can help them. But the calls I'm referring to--

Morris: This is the hotline calls?

Heard: Hotline calls, yes; or I guess, maybe, the regular number--we have an answering service. It's from the answering service they come in at this time. So now they'll be referred directly to the staff.

Morris: Do any people know that there is such a thing as Traveler's Aid, and come to you directly?

Heard: Oh, yes. In a lot of cases they're referred from other TAs; we're a recipient of the chain of service, as well as a sender. So we get a certain amount of those.

National and International Adoption Programs

Heard: Alameda County hasn't had too much impact on the adoption program; we get very few calls for that. But during the Vietnam program San Francisco did, because it's a port city, and so did Seattle, San Diego, and to a lesser degree, Los Angeles. Those were heavily involved.

Morris: You mean children of naval personnel?

Heard: No, children of Vietnamese. You remember the "baby lift"--the airlift? We brought hundreds of Vietnamese into this country--hundreds of them.

Morris: And tried to find homes for them.

Heard: They had to have a sponsor. Now, one of the changes that's being proposed in the immigration law is to make it necessary for a
Heard: sponsor to assume all responsibility for a period of five years for any needs that that sponsored person has, which is going to mean that there'll be very few people who'll be willing to be a sponsor.

Morris: Would the board members have gotten involved in trying to help find sponsors?

Heard: Oh, they would have in San Francisco.

Morris: Would San Francisco have called its neighboring TAs to seek some help about something like that?

Heard: No, they tried to get their own volunteer people.

There is a WAIF chapter in San Francisco also, which is the fund-raising end of ISS, and they were very active in that whole Vietnamese program. But the regular adoption program consists of a number of technical things.

I really would have to look at some of my papers to see exactly what the categories of the adoption program are. Some of them are children of families abroad who are sent to this country to go with relatives, and that is, I think, what we call a match program. Then there are the straight-out adoptions where you have a child from Hong Kong who's sent over. For instance, one of the men who does accounting for our office in San Francisco—we were useful in helping him and his wife get a child for adoption out of Hong Kong. They had not been able to have any children. He is Japanese and his wife is Chinese.

There are some countries that don't recommend a child for adoption unless it's to a family of the same background. It's very, very difficult to find adoption either in our own country or from any place else for children who are more than babies, or who are crippled, or are mentally retarded, or handicapped in any way. Those children—I don't know, they're still filling up the orphanages abroad.

Morris: Does this put the program in touch with adoption services in this country for American babies?

Heard: No, Children's Home Society has that responsibility.

Morris: Is there any overlap—do couples go both to you and to the Children's Home Society?

Heard: No, the ISS deals only with the foreign children.
Morris: I was thinking about the receiving home—the people who would like a child—

Heard: Oh, they don't come to Traveler's Aid, unless they want a foreign child; they only come in connection with the international program. The child welfare service deals with the intra-United States, if there are any children available, but there just aren't any more due to the lack of children being born. There aren't children that are available of the age that people want.

Another big change is—well, Booth has given up some of its homes because they don't have girls that come in pregnant any more. Or if they do come, a tremendously larger number of girls choose to keep their children. This is the big change in the Crittenton program too. So they spend a lot of time in counseling.

In Finland, a couple of times when I've been there, I've visited the Children's Tower it's called; it's a home. They have a law in Finland that every girl who has an illegitimate child—although that's not the word that one uses—

Morris: Baby out of wedlock.

Heard: Yes, baby out of wedlock. They have to stay there for several months. Even though they're working they come back every night, and they nurse the child, or take care of it. The theory being that over the period of the six, eight, nine months that they are required to do this, they get acquainted, get devoted to, learn how to manage with a child.

Morris: So Finland wants to encourage mothering by the natural mothers.

Heard: Yes, to keep the child. It's a wonderful place and a wonderful program.

Morris: What other kinds of responsibilities did your services committee have?

Heard: Well, nationally—you asked me about the kind of people we get. Those without employment, runaways, referrals from welfare, maybe their family's been deserted—a lot of those cases. Marriage problems—in one sense, if that's the problem, they're not mobile, but it's just because the family's broken up. We're getting increasing numbers of families who want to return to where they came from. This is a new development. Then there are the mentally disturbed and people who have just lost their bearings for a moment.
Heard: I think I told you we anticipated in the Bicentennial in Washington, Philadelphia, New York, particularly, a tremendous number of people who would lose their money, or become confused, or lost, or unable to team up with the people they'd expected to meet them—all kinds of problems like that. Those are the kinds of things that fill the waiting rooms of Traveler's Aid every day.

Then there is the problem in the Traveler's Aid agency of confidentiality. That's another reason, I think, why board members are less able to know intimately about a client, than is true in a membership organization.

Oh, we have alcoholism and drugs. Yesterday I was at the hospital [Alta Bates], and we went up to look at something in the CARE unit. There were seventeen people in the CARE unit. On the glass wall there was a big, long banner about an alcoholic. It says, "If I fall, I can start again," and all this kind of business. It was really quite interesting. They have it so arranged that if you're just walking through as I was doing, with staff to arrange about some things, you don't see into the (I suppose you'd call it) consultation room or recreation room. They were having a meeting in there, the seventeen people in that unit, and there were a couple of women I noticed. It's kind of screened, so you wouldn't have been able to identify any of the persons; you just knew there was a group in there having a meeting.

Morris: Was the unit planned to hold that many people?

Heard: Oh, I think that must be about capacity. I don't really know how many beds we have.

Well, I'll tell you first what the charter of the TA program committee is. It is [reading] "to periodically evaluate the extent and services of the corporation, identify areas of both emerging and unmet needs, and regularly make recommendations to the board on both short and long term bases, indicating recommended priorities, study the means of developing cooperative relationships with all concerned groups involved with moving people, including governmental and voluntary social agencies and transportation companies, and assisting in the formulation of methods designed to maintain such relationships."

Morris: My goodness!

Heard: That's our charter. You can see this is a formidable assignment. We usually meet a whole day and a half. The board meetings are usually on Thursday, so we start on Tuesday at one o'clock, and we meet Tuesday afternoon and all day Wednesday. Then I spend all
Heard: Wednesday night writing the report for the board meeting the next morning.

Just to go back through April and March—this is my annual report for the year 1975. I said something like this: "TAISSA is a complicated agency which is both national and international, concerned with serving persons of every age, ethnic, and economic background who are in difficulty, whether they are in our own country or in distant lands. The unifying factor in all cases, however, is the problem that causes them to move, or that happens while moving, or because of the move. TAISSA is the only social agency specifically designed to assist these families and individuals.

"Since the merger of TA and ISS we've been forced into an awareness of the international scope of the program and of the need to enlist the cooperation of all of our local TA societies. One of the major accomplishments of the program year has been the development and distribution of a draft manual on inter-country service to all the local TAs.

"Much of the time of the program committee during the year has, of necessity, been devoted to trying to define the priority pieces of program which must be maintained if TAISSA is to remain a strong and viable organization." And we spent a lot of time studying the ISS program.

Then I said, "1975 was the year of the Vietnam experience. Thirty local TAs were involved in the resettlement program, and will undoubtedly be called upon for a period of years as the refugees require assistance in meeting new needs—language, cultural, educational, health, employment, etc."

You see, this is one of the things we were quite sure of, because many of the Vietnamese refugees were well-educated, well-situated economically and socially in their own country. They came here not knowing English, but we were aware of the fact that as soon as they became conversant with English they would want to move up in the ladder of economic and social opportunity.

Morris: And reestablish themselves at the level they had been.

Heard: And this has been a very disappointing experience for many of them, because if they were a doctor or a lawyer or something, they've got to pass boards; they've got to do all kinds of things that accredit them to that profession in this country—or even skilled workmen of any kind.
"Although all the refugee camps have been closed, HEW is discovering that that was only the first step, and that there now needs to be financial provision made for resettlement, and for meeting the problems that local communities face in attempting to help those that are not eligible for financial assistance.

"Appeals for TAISSA participation continue to come from Asian countries. We have 10,000 in Thailand and 30- to 40,000 in Germany, to name but a few places asking the voluntary agencies, of which TAISSA is a member, for help for those individuals and families that want to emigrate.

"TAISSA placed approximately 550 of the Vietnamese refugees, and it assisted thousands in their travel plans." This was a federally-funded program, so that was why we could do it.

Morris: How did it become federally funded? Had you applied?

Heard: Yes, TA was one of the VOLAGS --that's Voluntary Agencies Involved in Adoptions. HOPE is one of the big ones, and the International Council of Churches. There's a group of voluntary organizations.

Morris: Did the government come to you and say: We're going to need some help with this.

Heard: Yes, I think so, when the program first broke. It was funded through HEW.

Then I said, "1975 was the year in which many pieces of legislation were introduced into the Congress and state legislatures which directly bear on TAISSA and its concerns"-- which we need to keep in touch with, like the Filer Commission and Title XX. I don't know what's happened to Title XX in California-- nobody seems to be able to find out.

"For some months the program committee has been discussing the predictable impact that will be made on TA societies in major Eastern cities because of the Bicentennial. Need for help to the psychologically disturbed, the wandering, unstable youth, those individuals and families who will run out of money and are not eligible for public assistance, children who are lost or stranded."

We had an information area out in the main area of Washington, D.C., for instance, just to locate lost people.

Morris: Did you get as many requests for that kind of service as you expected?
Heard: Not in the quantity. There wasn't as much travel for the Bicentennial as people had anticipated.

Morris: That's curious.

Heard: All over. I think it's because they thought that it was expensive and that it was going to be difficult to get reservations. I think they thought that there were other places that they'd like to see, so they just didn't go in such large numbers—although they went in large numbers. The Washington Traveler's Aid anticipated something like 30,000 increase in their work load, which didn't happen. It wasn't that much.

Then we had a lot of unfinished business—about six items. One of the things that we really want to work on is better ways of using experienced program staff around the country in training, and in assistance to newly formed societies, or conferences for training of staff. We recommended bringing every staff person, all new staff, into the national office for orientation. Many organizations do this, and these are funded and expected when a person goes on a staff. I can't think of any YWCA that would take a person that didn't have some orientation, and they have staff conferences and so forth to do that.

"We have nineteen members on our committee from all geographic areas, both national and international, volunteers and professionals. We meet twice a year." And so forth and so forth. So I could go back to 1972—these, [referring to documents at hand], are all program reports.

Morris: You were chairman all that many years?

Heard: Yes, isn't that something?

Morris: Did you go straight on that committee when you went on the national council?

Heard: Apparently I did. I noticed on your agenda you were asking what Bartlett thought of my activities. I have a letter from Paul Guyler, who was the executive of Traveler's Aid, written in 1971.

I wrote to him because he had asked me to be chairman of the first national conference after we became TAISSA. "Getting to know you" was the theme of it, and I was the chairman.

My letter said, "I have given your arguments concerning the planning for the 1972 biennial a good deal of thought. I realize it will be a difficult time for us and for ISS, so after being
Heard: encouraged by my husband and by Martha to take responsibility for the planning, I've decided to accept your invitation to chair the TAISSA side of the planning committee."

Morris: So you would talk to Bartlett when there was a major piece of work like this to be done?

Heard: Oh, sure. Like yesterday, I wasn't here when Bob Phelan phoned about going back to IHC. He talked to Bartlett.

Morris: So Bartlett could both be involved in what was going on and know what was coming up?

Heard: Sure, Bartlett knew that I would want to do that.

Morris: It sounds like this Traveler's Aid involvement began to take more time.

Heard: I would say I have three major activities: Alta Bates, University, and Traveler's Aid. All the other things I do are less time-consuming, in a way. I mean, it's maybe an occasional board meeting—we have not had adequate committees in our Alameda TA at all. So I'm now the chairman of the program committee.

One of the projects that we're talking about is possible thrift shops. I'm setting up a luncheon meeting on the 7th of February with several agency people, from YWCA, International Social Service, Volunteer Bureau, Traveler's Aid, to talk about this as a joint project. Oh, and Alta Bates Hospital is coming, because we have one which is really a very successful fund-raiser. It is a little different level from what we contemplate doing in a thrift shop, but they have rules and regulations and know how to avoid the hazards of such an enterprise. I know from a friend in New York that if you don't have rules and regulations, and a pricing committee, and know who's doing what, it can get to be pretty grim.

Morris: Is there a general membership of Traveler's Aid?

Heard: Yes.

Morris: Does your program committee plan activities and events to keep them informed and involved?

Heard: No, we haven't. I think the membership committee ought to do that. The program committee would be involved in the annual meeting program.
Heard:  I have this 1972 letter on the children in Bangladesh. It said [reading] "To briefly summarize, we've been informed that over the course of the next year there may be upwards of 5,000 children born in Bangladesh as a result of the rape of Bangali women before and during the recent war. What leads to our specific and immediate concern as an agency is the suggestion that the best alternative for many of the children born of this may be adoption abroad, since it has been suggested they may not be adopted in the family situation within their own society." The women were rejected.

Morris:  That would be rape by other--

Heard:  By non-Bangladesh men. "In many European countries, from Scandinavia to Italy, and in the United States, there's a serious shortage of adoptable infants. This phenomenon results from several factors including improved contraceptive techniques, changed abortion laws," oh, that's another big change in our country, "and attitudes toward abortion, changed attitudes toward illegitimacy which lead many unwed mothers to keep their children rather than to place them for adoption. As a result of the dearth of children available for adoption in the United States and Western Europe there could be a large-scale rush of adoption agency personnel and individual parents in Bangladesh in search of children, if their availability became public knowledge. While the alternative of homes abroad for these children, if needed, is a positive factor, any inter-country moving of children without adequate planning and safeguards could only work to their disadvantage."

We don't really just advocate rushing out and moving children out of one culture into another. It's only when there are no good alternatives. For instance, we want to know how many there are going to be and over what period of time. And cultural factors: "What will be the prevailing attitude towards women giving birth as a result of rape? What will be the attitudes toward the unmarried mother, the married mother having no other children, the married mother with other children? Will there be a difference in attitudes toward women having given birth under these circumstances if they keep the child, as against releasing the child for adoption?" These are all the kinds of problems.

Morris:  Did you have sociologists or professionals in Bangladesh evaluating the situation?

Heard:  Oh, yes, we had people over there. And lots of international people had staff there. We have staff now in Hong Kong, and still have a worker that works out of Thailand and Cambodia and so forth.
Morris: Are your staff people welcome in a place like Cambodia and Bangladesh?

Heard: Apparently so; at least they're still working there.
[end tape 24, side 2; begin tape 25, side 1]

Heard: Many of the countries around the world do not have their own social service program. Germany is one of the countries that did before the war; it was well advanced in the whole field of social service, but Hitler changed a lot of that.

Morris: How about the Asian countries?

Heard: Much less. One of the jobs of the International Social Service Agency in Geneva is to try to develop welfare laws and programs within countries that do not already have them.

The letter continues, "What are current institutional care facilities in Bangladesh and what is the prognosis for the development of such facilities?" Well, we found there wasn't very much. "If it developed that inter-country adoption was the best alternative for large numbers of children in Bangladesh, ISS would undoubtedly have to be involved, both in the United States and Europe, given our position as one of the few international social agencies involved in inter-country adoptions. We would see the need for a program which included planning with and for the mother before and after delivery, as well as planning for the child and providing adequate safeguards during the adoption process."

So you can see that that was a really big job, and that we could not do it alone. "We would therefore feel it necessary to work in cooperation with other social agencies, and specifically UNICEF, in program development and implementation. Such planning presupposes that we would work in full cooperation with Bangladesh authorities, and that any program developed would be done with their full cooperation and support."

Morris: Does this remind you at all of your experience visiting Germany?

Heard: I can still see those nurseries with kids that were little hostages to fortune. Every place we go around the world, where we have servicemen we have those, which is really not good.

Well, for example, in 1975, we adopted a fee schedule for processing adoption costs, which brought TA up to what other agencies were doing. If the family's income was $8500 to $12,500,
Heard: we charged $800, then $1,000; then up to $25,000 it was $1,500, and over $25,000 to $35,000 it was $2,000; and over $35,000 it was $2,500, which was the regular standard. In this country it would cost you an awful lot more than that if you were to buy a child under the counter.

Morris: How does that fee schedule relate to the actual cost of all the processing that needed to be done?

Heard: It's supposed to pretty much cover it.

Morris: The higher priced ones would balance out and cover the lower?

Heard: Yes, but the reason we have to raise so much money through WAIF--well, the International Social Service Department of TAISSA has never carried its own weight. The fees they get do not justify the program financially. That's one of the reasons why, I think, next month we're going to be divorcing ourselves.

Morris: Let's go back to the other end. Tell me about the decision to merge. That's while you were on the national, wasn't it?

Heard: Yes, let me try to find that situation, [looking through papers], because I've got a lot of it.

Morris: This newspaper headline refers to runaways as an effect of the recession.

Heard: No--maybe it was, I don't know. Anyway, what we find now is that in families where there's tension and the kids rebel against rules and regulations their family wants to impose on them, the father often says, "If you think you're so smart and you can make it, why, just go out and do it." So now these kids are what we've been calling throwaways.

Morris: That's a new term to me.

Heard: The family has really in some way kicked them out. And then there's the Cambodia situation, which is really just terrible—the way people have just been kicked out of their villages and resettled.
Travelers Aid Merges with International Social Service (1971) and Plans for Dissolution (1976)

Morris: The first conference of the new organization was 1972. You don't do a merger like that overnight, do you?

Heard: No, there was a great deal of movement in that period between various agencies in this country. It was sponsored, or pushed, I should say, by the United Way—to consolidate. It still is. One of the unsettled questions in our civilization is the eventual merger of the YMCA and the YWCA. This is being pressured by certain friends of mine, whose names I won't mention, as the ultimate goal. There are many YWCAs that are under pressure from community funds to do this. I don't think we feel it around here quite so much.

Morris: They do seem to have different orientations, certainly, at the grassroots level.

Heard: Look what's being done at YMCAs—they've got increasing women's programs, although it's largely recreational.

Here's what I was looking for: The vote to consolidate was announced in a press release on December 7, 1971, by Alfred Bell, who was president of TA, and Mrs. Harris, who's president of ISS, American Branch. This was done on the basis of voting from the member agencies. We had hearings all around the country, and I remember going to two or three of those. There was, I would say, agreement, but it was kind of lukewarm. The reason that the local agencies were not enthusiastic, or the reason that they were somewhat indifferent to it, was because what we were really doing was just putting a casework agency into a national administrative agency. TA nationally is not a program agency; we don't have clients. It's purely the national board, which is an administrative umbrella for the whole society membership of TA. There was a great move on the part of the United Way at that time to merge—and Bill Aramonay still has this dream of getting all United Way agencies into ten clusters.

Morris: Is he the staff person?

Heard: He's the executive of the United Way of America. That's why you'll see in the budget hearings now that a panel will have a little cluster of agencies that it interviews. This is just slow, slow, slow progress towards this objective.

Well, we were being pressed. The Family Service Agency nationally and the Child Welfare League nationally were contemplating moving, and there was a lot of discussion about whether we should
merge with one of them. Then the Child Welfare League got some money and bought a building of its own. Clark Blackburn was the executive of the Family Service Agency (only retired just about a year ago), and they weren't ready to do this. It seemed to be because International Social Service was a worldwide network, it was nonsectarian, and it was headquartered in Geneva.

[Reading] "Through the American branch of ISS it coordinates social services on behalf of clients with family problems involving persons and resources in two countries." So, you see, it seemed like a logical thing, because we had all these local members around the country that we could work through in our chain of service." Americans with relatives overseas, for instance, and businessmen, and members of the armed forces, and students, and others temporarily residing abroad are among those who have benefited from the program of the American branch.

"The basic services of the two agencies, both primarily concerned with meeting the social welfare needs of geographically separated families and moving persons, will be continued and augmented by the merger. In this way we will create a national organization able to speak effectively on the part of all people whose problems relate to movement both within the United States and across national boundaries."

So that was the raison d'être for it. Then, as I said, the Bangladesh thing came up, the Vietnam thing came up, and for a long time we had a really big program that was international. What we say here is what the Traveler's Aid does, how affiliates help people, and how it is financed.

Morris: Had there been Traveler's Aid units overseas at all?

Heard: Not that I know of.

Morris: Had there been any contact between Traveler's Aid and ISS?

Heard: Oh, yes, ISS was an independent agency. I'd been to two world conferences of ISS, in Tokyo and in Rome, before I ever knew that it was going to be part of Traveler's Aid. And I have a lot of friends—in fact, four of the people on the TA board, I knew before they ever came on TA from meeting them in Europe and in Asia.

Morris: At ISS conferences?

Heard: Yes. One of my old friends, Florence Boester, who was in USO as the YWCA representative for the Western Region, was a director of ISS for Asia. That's why it's so difficult to find out how you got from one to another.
Heard: Here are two sheets: one is "What is Traveler's Aid?" and the other is "What is ISS?" It says, "ISS is the only worldwide non-sectarian organization that helps solve personal and family problems which cross national boundaries." We didn't think it would really bother the local associations very much.

Morris: And that it would help at the upper levels in fund-raising.

Heard: In fund-raising, because they already had a fund-raising group. One of the problems we've been working on, and I can't tell you how many agonizing hours I've spent on this problem, is that the ISS board was located in New York, and its board members were almost exclusively New York people, although they did have a few Hollywood people for raising money. Jane Russell started the Waif program, and they had Mrs. Lynch from Florida and one or two other people, but it was primarily a New York-based organization with people who came into the office every day and really were around and knew everything that was going on. They functioned more like a board than like a committee of a board.

The TAISSA committee has six members from ISS on it, so we've been in very close touch with them and over the years we've been able to work more closely together. However, on the 18th of February, I think we will be voting to divorce ourselves from each other. Because the ISS is a drain financially, and there's a lot of feeling on the part of local members of TA that it doesn't affect them, which it really doesn't. They feel that they're not getting the service from national which they need. You've heard this story before from every national organization--what they need and want. So they elected at Houston a professional assembly that's been meeting in this interim and has made a recommendation for dissolution.

Morris: It has been formally proposed then?

Heard: It has been formally proposed, and it will be voted on February 18th. About twice a week I get long calls from New York from people who want to either be sure that something different is put in the dissolution--how we divide up the money and the staff and so forth. I think TA will also move out of New York as a national office. I don't know what the ISS will do. Where they will go, I don't know. They can go on by themselves, but it will be a much smaller organization. You see, ISS had twelve staff members for a long time, and now we're down to about three. They can manage with that. We had about the same in TA until we built up again. I think this is what's going to happen. They wanted to be sure that I'm in agreement.
Morris: Has your thinking maintained a TA orientation throughout this period?

Heard: I'm not sure that I would say that, because in a lot of my program reports to the board I have stressed the need for ISS participation, and it's an enriching part of our program. I think I was probably more interested in ISS than some other people, because of international contacts and the fact that I knew some of these people before I ever knew them as part of TAissa.

Morris: What kinds of feelings did the staff people have on this merger?

Heard: I think national was the one that was backing it. ISS used to bring in a lot more money through its fund-raising. They had chapters in several parts of the country—but these have disbanded so that they have not been bringing in the money. And then with the Waif program, and the lack of people for adoptions, that program has diminished.

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**WAIF: Fund-Raising Arm**

Heard: I spent an awful lot of time this last year working on Waif*, which is the fund-raising arm. But they don't necessarily have to be in ISS; they just came along with it. I never even heard of Waif when we were talking about this merger; it was never mentioned. So I had to get all acquainted with Waif.

Anyway, now I think we have Waif straightened out. This I really think I can take a lot of credit for. Connie Smalles is now the president and lives in Hawaii, and Delia Ehrlich, who's Janet Fleishhacker's daughter, is national vice-chairman. We had a three-day conference in Los Angeles this spring.

What Waif now wants to do is to identify themselves with local Traveler's Aid, helping to raise money for any project that is concerned with the welfare of children; they're not just concerned about adoption. For example, in San Francisco they have a facility

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*Started independently by actress Jane Russell in 1953. Became the children's arm of International Social Services for international adoptions. Waif dropped out of ISS and is now independent, Waif, Inc., focussing more on local adoptions.*
Heard: at which working mothers or women who are on welfare and are having to make appointments can come and leave their children for a short period of time.

Morris: A drop-in child care facility?

Heard: A drop-in child care center. It is a function of the San Francisco Waif. There's one in Seattle, in cooperation with the Traveler's Aid of Seattle. They have also started a program in San Diego. The thing that we need to be very careful about, and they made a mistake in Seattle, is to keep the Waif board separate from the Traveler's Aid board.

Morris: Why?

Heard: Because they are an entirely different project. They are fund-raising for a specific—its project financing. They are not involved with anything but children; so you recruit for these women who are really graduated from Junior League.

Morris: Whose skill is fund-raising.

Heard: Fund-raising is their primary skill. They will do it for a project that has a certain amount of heart tug in it. They probably would never be interested in a typical Traveler's Aid program. They would only muddy up the waters by not understanding.

Morris: Because it's too established, and going its own way?

Heard: Well, it's with people they don't know or probably don't want to know or they don't have any contact with. They could go out and raise money for some little needy child project, but they would never work on a board with those same mothers and fathers, probably. This sounds very supercilious—I don't mean it that way. But it just doesn't touch their lives. So what they have to be appealed through is an interest in doing something for an appealing group. I'm sure that Waif will stay with Traveler's Aid and continue to work in this direction.

Morris: How did they happen to get started in the first place?

Heard: Jane Russell started it. She was in Europe at the time of the world war, and she saw a need for all these children who were Eurasian. So she started it. She has two adopted children of her own, you know.

Morris: How did Waif originally get attached to ISS? Or was ISS an umbrella for Waif?
Heard: Yes, I think that Waif was just a funding arm for ISS. That was its origin. But it was interested only in adoptions—inter-country adoption.

Morris: What did they come to you for? How did you help the Waif people work out this shift in their direction?

Heard: Because they were floundering, and their chapters were falling apart with nothing to do. I went over to Phoenix one time and the head of Waif came over, and we talked about starting a Waif chapter in Phoenix, but no one came up with a program of need related to children. Now we do have a firm understanding and something may develop.

One of the things that Waif wants to do, and we recommended this from the program committee at our last meeting, is to set up an endowment fund, so that if there is a need for small amounts to start a program, for instance, they will have some funds to do it. They've been doing things like putting on balls; that's the way they raise money. Well, in Phoenix we found out right away that the last thing that anybody in Phoenix wants is another ball—it just wouldn't go. Or they have cruises, or go to the race tracks, or they do some big thing. Their San Francisco event this year for raising money was along that same line. That's where their expertise is, and that's how they'll raise the money. But how they spend it, and for what purposes, is now much more related to a local community, not necessarily for adoption.

Morris: Does Traveler's Aid have a say in how the funds are then spent—which project will be funded?

Heard: Yes, there'll be a budget worked out. A certain amount will be left in the community and a certain amount Waif will keep for themselves for their own operations. It's going to take a couple of years for them to develop this. But now Connie Smalles is on the program committee of TA. She promised me that she will come from Hawaii, and she has come and will be there in February. So she'll be made a part of the total program to an extent that's never happened before. She will hear about what's happening in the Traveler's Aid societies all over the country and what the needs are. Now, I don't think that too many of them are related to children's activities, except that they're members of a family group. But in a local TA there'll be all kinds of things that we discover that children need.

Morris: Who decides which aspect of services for children?

Heard: National TA has the authority to approve a project.
Morris: And then who runs it?

Heard: It's in cooperation between the local community and the local Traveler's Aid.

Morris: And Waif isn't going to do any actual operating of programs? In other words, the San Francisco drop-in--

Heard: --is in cooperation with the San Francisco TA. But it is a separate board; they have their own board identity, although they do have liaison. In Seattle, I understand, they made the mistake of too closely integrating in too large numbers.

Morris: There's a separate Waif board?

Heard: Yes, for the project which they have agreed upon. San Diego is on a much better basis, and so will be anything that will develop in the future. This forms a real chance for service for a lot of people in the community--women who have that kind of skill, and whose husbands will approve of their doing it because it's not as controversial. You're doing something for little children; whereas it's infinitely harder, as you know, to get somebody to be on either a YWCA board, or certainly a Traveler's Aid board, or a Salvation Army or something like that.

Morris: Do you think that people do have these concerns about whether they will or won't go on a particular board?

Heard: Why, sure, you run into it every day of your life. Well, why do you think the clubs around here are filled with women who play bridge all day? It's because that's a safe occupation--it's socially approved--doesn't have intercultural, interracial, intereconomic, inter-everything else involved in it.

Morris: I've heard also that for many people community service is not part of their thinking. They've never been exposed to it or even thought about it.

Heard: That's right. Yesterday at USO, for example, we had Ann Eliaser, who is a member of COMPASS in San Francisco, which is a fund-raising agency, largely for political causes. We were talking about the possibility of starting an auxiliary, although that's not the word we want to use, because that kind of implies that it's just women--it's sort of like the Lady Bountiful business. She envisages a fund-raising unit as being composed of both men and women.

Morris: Is this the thrift shop?
Heard: This is for USO we're talking about, but it's the same principle. She says that they have something like 50 to 60,000 names on their books of people who can be involved in projects if you get hold of them. We'll be spending more time discussing details with her, but she thinks you should have co-chairmen: one should be a young businessman, and then you should have a woman who's the mover [laughter]--that's her word, and I thought it was so perfect--who gets the things done.

Morris: And the young businessman--what are you doing with him?

Heard: He's going to be co-chairman--to give status to it.

[end tape 25, side 1; begin tape 25, side 2]

Problems of Fund-Raising and Revenue-Sharing

Morris: How is United Way fund-raising organized?

Heard: Corporations take turns loaning executives to head the campaign committee, so we know ahead a five-year period which corporations have agreed to loan an executive.

Morris: They may send different ones?

Heard: Oh, yes.

Morris: What's the thinking on why companies will designate somebody for a year?

Heard: Because it's a good thing to be related to the United Way, and corporations are donors and their employees are donors. You couldn't put over United Way without corporation support.

Morris: How many of those businessmen who are loaned actually put their work time in on the United Way?

Heard: Oh, a lot. That's why they do it on a year basis. Oh, yes, it's really several months of work to head up one of those big committees. It's a full time job. That's why we don't ask the same person to do it every year. You couldn't get that kind of time.

Morris: Do those businessmen actually plan and administer the campaign they're going to run?
Heard: They do it in cooperation with the staff, of course.

Morris: How does that work?

Heard: It works. We don't raise all the money we need, but I don't think that's the fault of the system; I think that's because people aren't giving. We never have raised the amount of money in any United Way campaign that I've ever been identified with in fifty years that would meet the needs of the community. Although we're getting better about this; the last two or three years in the United Way—and I'm still a trustee so I go occasionally to a meeting—they have set a goal that the finance committee thinks is obtainable, which may have no relation to the needs of the community.

For example, we know that the present needs of the federated fund in the Bay Area are probably somewhere around $30 million. Last year we estimated it was $24 million, but with inflation and more community agencies and so forth I think the current figure is somewhere nearer $28 to $30 million. The needs were estimated to be $24 million; we set a goal of $19 million and didn't make it. Or maybe we set for $20 and made $18.5 million or something. This year they didn't even make $19 million so they had an extension of the drive, as you may remember. I don't know what the final figure is.

Morris: Does the estimate of need represent the total of all the budgets submitted before they've been worked through by the various panels?

Heard: Yes, and I think that agencies are pretty well trained now to give an honest budget. There was a period in years past when they put in everything that they possibly could, or could possibly need, and it didn't hurt too much if you got cut. But now it's a real stiff budget, and it means lower increases in salaries, less staff—lots of things. There's also constant pressure from the United Way now for agencies to raise money. That's the reason we're talking about the thrift shop for the Traveler's Aid, because we don't have the womanpower to put on the things that some agency—even like the YWCA, a small YWCA—can do with a big membership. The Berkeley YWCA has a book sale, and does various and sundry other things.

Morris: That must go back pretty close to your days; this year's flyer said it was the 26th annual book sale. I was pleasantly surprised to see that it's been going on so long. I don't know that it raises all that much money.

Heard: I don't either.
Morris: Some of the organizations that I'm acquainted with continue to do the same old things to raise money, but they don't put the energy into them that they might have five years or ten years ago, because it's a familiar thing for the organization.

Heard: Also, other organizations are doing the same thing. Look at the Oakland Museum: they work all year long collecting things for that white elephant sale, and they make a tremendous amount of money. But they have a huge group of people collecting. We used to have what we called a silent auction in Traveler's Aid for two or three years. We gave them up because we ran out of collectable items that were salable. And it's an awful lot of work for a few people to put on one of those things.

Morris: Has United Way, in encouraging member agencies to increase their own fund-raising efforts, loosened up the regulations about what an agency can and cannot do to raise money?

Heard: No, they have not.

Morris: I see. That complicates things.

Heard: Yes. They can have memberships. And you have to get approval for anything else. You can't do anything in the fall, really, because that's when the United Way campaign is on. I think they do encourage agencies to get grants, and Traveler's Aid has certainly been involved in this. We have revenue-sharing, in cooperation with the welfare department, to do screening of the people who come to welfare, to see what they're eligible for and what their needs are and all this.

Morris: That involves quite a lot of work by staff and by board, too, doesn't it, in meeting with the revenue-sharing people--the county?

Heard: Sure. Well, not so much by the total board. The president, and maybe the chairman of the finance committee, and the executive go and meet with them. When we had BASPC they made a study and approved recertification, so we've been recertified for this year.

Morris: You have to go through it every year?

Heard: Annual process. There was a lot of debate about whether the government would reenact the revenue-sharing program, so we didn't know for quite a while whether any federal funds were going to be available. Then they're dispersed through the states and the locals. The welfare department is the resource here; we get around $68,000 a year.
Morris: That's a good chunk of a local agency's budget, isn't it?

Heard: Sure. We'd be cut way back if we didn't have that fund.

Morris: Were you already doing the screening?

Heard: No, but we were getting referrals. I guess the welfare department doesn't have as many people as they used to have, or maybe not as well-trained, I don't know. Anyway, this evolved three or four years ago. It became possible when Martha was still here.

Morris: Did she bring the suggestion to the board that they—?

Heard: Yes, we had to write a project.

Morris: What's the feeling generally, do you think, amongst voluntary agencies about federal or state funds coming into the operation of what's essentially a voluntary organization?

Heard: I think it depends entirely on the agreement: what it's for, how much leeway you have, how much the federal or the state or the county understands of the agency's program, and how much they want to control, or modify, or change.

Morris: Those are the hazards that one hears about?

Heard: Yes, that's right, but we haven't really experienced that in revenue-sharing. Of course, the Status Offender Program is a joint program with the Juvenile Justice Committee and the National Social Welfare Assembly, so it really doesn't come through the county. It's been moving terribly slowly, and no board members have been involved in it yet—it's just this cooperative staff. I think there are thirteen agencies in ICE. I don't know when they're going to be showing any tangible effects of the program, although I guess they're working on it all right.

Serving Community Needs

Morris: Has an organization like Traveler's Aid had the same kind of community pressures for more representation on the board and more response to special interests?

Heard: Oh, sure—that's United Way policy.
Morris: Some agencies have had it from committees of chicanos or blacks or Asians coming around to say, "You should be serving our people."

Heard: We've never had that because we've always had people. The problem is to get them, because they're very busy. Now, on our TA board I think we must have four Negro members. We did have a chicano, who was very good, but he couldn't give the time and he resigned. I guess that's about it.

Another thing that's happened in social welfare organizations around this county is that with the growth of suburbs an awful lot of organizations have sprung up that are small, ethnic groups. In this paper on mobility one of the points that Reul makes (and you see this in that TV program Roots) is that when you are divorced from your roots you tend to cling for some kind of a platform for a feeling of identification and community with people who have been through similar experiences. That's why you get a west Berkeley or an east Oakland or a Harlem—people are in some ways more comfortable with people whom they share an identification with. Although, of course, that also leads to the motivation to get out of it with social mobility. But where do they go?

Morris: You're saying people are ambivalent; they're pulled in two directions at once.

Heard: They are—both directions. Now I notice that the Bank of America is planning to do a lot of low-cost housing. If we ever get this West Oakland Acorn Project off the ground, and the housing and so forth down there, I presume that it will build up the other problem. This came out at the time that our governor [Jerry Brown] was spending the night over at that Pink City Project in Hunter's Point.

Some people calling in on Bob Trevor's talk show that night were saying, "Well, when those buildings were first built they were clean, and it's the people who have moved in there that have done all this piling up of the garbage, and using the walls for less than desirable purposes" and all the kinds of things that make it the dump that it is now. They have no pride because they have no ownership, I suppose. Is one answer.

Morris: I was going to ask you if you had any ideas why?

Heard: I assume that that would be part of it, wouldn't you?

Morris: They don't feel they belong, or they're not welcome.

Heard: Or they don't feel that it's their property.
Morris: Lots of people live in apartment houses in which they take great pride.

Heard: Of course they do, but how do you get people to that point? If you go back to the days of the slaves coming to this country, they certainly had no concept of the kind of living, or the food, or the patterns of the society into which they were dumped.

Morris: There's another possibility, too, with the kinds of communications and advertising of our modern life. If you see those glorious people surrounded by goodies displayed on many television programs and commercials, and when you look around you and what you see is nothing like that, you resent the difference. I think these are mass communications and understanding problems, but I don't know that anybody has done any study of them.

Heard: I think a lot of it in our society now comes down to the fact that we have emerged from an agrarian society to an urban one. There are no, or very few, unskilled jobs, and certainly not enough to take in all the age groups that want to be employed. One of the problems that we've been talking about in Traveler's Aid is that we have not only upwards mobility, but we have downwards mobility. When you take a person who has retired and is used to maintaining a certain standard of living, and now has to subsist on a pension and social security, this is a very traumatic experience. Florida is full of these people.

This is part of the move of families wanting to relocate to where they've come from, which might be a much simpler place than they've become accustomed to. And then, of course, there's the trauma of people being shifted from one job to another, as they do in this country.

Morris: By their employer?

Heard: By their employers, yes. You have no stability. This is terribly hard on women, and it's one of the big reasons for unhappy marriages and divorces and drinking and all of the kinds of things you do when you have no roots. You give up, and you move from one place to another. Even if you were in the service and had a group you always were with; although you were uprooted, you really weren't.

Morris: It was familiar when you got to the next military base.

Heard: It was familiar when you got there: the customs were the same, the same ranking of people. When I think of my sister and all of the places where she's lived as a navy wife--but there was always the Navy Wives' program or the Navy League.
Morris: As you've said about any number of your activities, the same people tend to turn up over a period of years--somebody that you went to the Naval Academy with, or somebody you were stationed with five or ten years ago.

Heard: Yes. Yesterday at the USO board I sat next to a retired colonel who'd been in Germany when I was there. And so we talked about 1958 right away.

Morris: Perhaps because of our great technology people do expect a great deal, and it's very frustrating that you cannot grasp what you can see and reach for.

Heard: But you also get awfully concerned, and I see this in the USO because that's where I touch it, but I'm sure it's true in any part of any community. There is such low morale in the armed forces in Germany, and the army is screaming to the USO that they want us to open twelve more clubs (we have forty now overseas). One reason is because people don't make any effort to relate to the culture in which they find themselves: they don't learn the language, they don't take advantage of the trips that are planned. The armed forces do a tremendous program in opening up opportunities for people who are stationed any place to move about, but they just don't do it.

I'm sure in the segregated districts in this community, one of the reasons that you see all these Negro people on the lawns here by Lake Merritt on weekends is because they don't have any room to play, to run, to do the things in their own neighborhood. I don't know how you meet all those needs when people just don't want to know that they exist and don't want to be bothered. It's too traumatic to them.

Morris: It's too bad when there is such a lovely big park area like this that there isn't the possibility for some contact.

Heard: But there has to be cooperation on their part, too, and that's what we didn't get. When you looked out on Monday morning and saw the place just covered with debris, it really annoyed people around here. And apparently, to some degree, they did wander into places and mistreat people. One woman who lived just behind the club was attacked one time--a hose was turned on her. That's not such a terrible thing to happen to you; it's not a high criminal thing--it's just kids without enough outlets.
Summary of Travelers Aid Role

Morris: Are there more things that we should put into the record about Traveler's Aid?

Heard: I was just trying to think about that. Unless you want to go into more detail--

Morris: Do you want to say more about using volunteers to back up the trained counselors?

Heard: We used to have volunteer people in the bus station, but they are very hard to get; because for one thing it's not safe, and secondly we try to get a couple.

Morris: To have two at a time.

Heard: Yes. It's really better to have the hotline. I mean, it works, and the other didn't. In the San Francisco airport there's a Traveler's Aid desk, and in Houston I noticed one. In Denver they have a waiting room with beds.

Morris: I remember them years ago.

Heard: They service people. But I think that the way people travel today, if they just want information--I and R--there are so many other places they can get it. The average volunteer is not trained in case work counseling, and they can do more harm than good. So there's a limited role for volunteers in direct contact with clients.

Morris: In the last ten years there has been the growth of the runaway houses, which TA seems to have been involved in. When those are run by young staff people, quite often they do seem to have volunteers that they put through some kind of a crash course in counseling.

Heard: That's right--they have training that they do go through. That's one place that they used a lot of senior citizens--people who have retired and who have expertise, and who can talk about jobs and why it's important to have training and all this sort of thing. There's a very well-run place in Jacksonville, Florida--I don't know how many young people it has, but they have volunteers.

But the community around them doesn't like the runaway houses.
Morris: Is this true all around the country?

Heard: I think so. One of the questions we asked in that questionnaire that we had the other day was, "Would you be willing to have a runaway house near you?" If it was a well-run one, but what makes a well-run one?

Morris: If it doesn't litter up your yard.

Heard: Well, if they don't leave and do something that you wouldn't approve of.

For instance, here in my report on residency requirements in '71: "In violation of the Supreme Court decision eliminating residency requirements several states have passed laws and instituted procedures which when appealed have been declared unconstitutional. Members of the committee called attention to a variety of ways by which local communities are circumventing the non-residency requirements and making it very difficult for the mobile population and newcomers to obtain necessary assistance." So we recommended that the board reaffirm its 1968 policy statement, and that we collect illustrations of obstacles which are being employed to circumvent the law. These are the kinds of things we did. As you can see, I wrote all over it.

Morris: We like a really annotated piece of typescript. That's a real treasure of a personalized document.

Heard: "We discussed the legislative proposal"—this is the Runaway Youth Act—introduced September 15, 1971 and sponsored by fifty members of the House, designed to strengthen interstate reporting and services for transient youth under eighteen and their parents. The bill provides federal grants to extend or establish temporary housing, medical, psychiatric, and other counseling services. Public and nonprofit agencies are eligible for grants. The administrator of the LEAA and the Secretary of the Department of HEW would share the administrative role. It seems as though TA nationally and locally might be able to participate."

Morris: Did that bill become law?

Heard: "Introduced and sponsored." It said, "We feel the need for more information on the status of the proposed legislation and of its possibilities for extending Traveler's Aid service." Our service committee also recommended that we speak up for allowing the Highway Trust Fund be used for other valid transportation.
Heard: Well, the board always knows when I come in—I've got about fifteen resolutions for them. I've got all of my reports from way back when I first began in this, at least when it was a service agency. These go back to 1971. You can see the growth of the process in this.

And here's the clarification of the role of the TAISSA program committee.

Morris: And there's another paper on mobility.

Heard: Yes, and it is a very good paper, too. This was produced by Norman Lurie, who was the Deputy Secretary of the Commonwealth of Pennsylvania, Department of Public Affairs. He says, "Some 95 percent of us end our days in a different community than where we began. At least one out of five of us moves each year."

This was in 1970. He says, "I predict more nomadism in the future. Interregional, national, and international migration are increasing and will continue." This was a terrible idea, I thought. "More than 70 percent of the population now crowds onto two percent of the available land."

Morris: That's really an appalling statistic.

[end of tape 25, side 2]
XXV INTERNATIONAL HOSPITALITY CENTER, 1958 TO PRESENT

[Interview 14: February 3, 1977]
[begin tape 26, side 1]

Origins and Functions

Heard: The International Hospitality Center wanted me to come back and be on the board; that's what prompted me to go back through some of this material. Not only on the board, but also on the executive committee—Bob Phelan phoned me twice, and he said, "We not only request, but we demand." [laughs]

Morris: What made you change your mind?

Heard: Oh, I never changed my mind about going back on that. No, I wouldn't take on another big University job, for instance, which the boys have got some bright ideas about. No, I'll do the Robert Gordon Sproul Associates another year. I don't know if I'll continue to be an officer or what. I'm now vice-president at large of the Foundation. Maybe that's the way to do it—I don't know; but, anyway, I'll do the RGSA another year, and then I'll probably do something else for the University if I'm still around, but I wouldn't go back on I-House board.

The trouble is that too many of these things I get invited on, they want me to raise money, and I'm really in enough things that are raising money. You can't raise money for everything.

Morris: I wondered how you managed to be so active. You must get a lot of requests to go on people's boards and development committees.

Heard: Well, I do. That's why I enjoyed being on the Bay Area Council of Social Planning, which wasn't a fund-raising organization, or on Comprehensive Health, which wasn't fund-raising. But both the University and Alta Bates, and World Affairs are active in fund-raising—not IHC so much, although that's a contribution obligation
in our books. No, I'm on quite a lot of things. Of course, the YWCA always wants money. We get about five appeals a year from different YWCAs, national and local. I belong and contribute to San Francisco, Berkeley, and University Ys, as well as National Board and World Service Council, but I don't raise money for any of them.

Other than just your own individual response.

Just my own contribution.

Well, to start with, this is my outline. [Laughing] I really made myself sit down yesterday and go through all my papers on this. That was partly because of going back on the board. I don't know what they'll want me to do, but it will be something, I know that, because I've been through quite a few chairs in that organization.

You first went on the International Hospitality Center in 1958?

Yes. It was incorporated in 1952. These are the articles of incorporation. I have an extra copy of what it is, its program, for you. If you look at that you can see it's a private nonprofit organization which "offers a cordial welcome to leaders and students from abroad and which affords a mutual opportunity for visitors and Bay Area citizens to meet and know each other." Its purpose is "to promote friendship and understanding between Americans and other people of the world."

Was it, in a way, a spinoff of the World Affairs Council?

No, I don't think so. I don't really know how it started in 1952 or what promoted it, because it doesn't refer to that in its articles of incorporation. It just says, "Pursuant to," and the number of directors. Marshall Kempner was one of the charter members, and Harriet Eliel. Did you ever know her?

I have met her, and I have heard about her for years in the League of Women Voters.

She used to come up to our board meetings, but I haven't seen her for a long, long time. Anyway, "Ziggy" Kempner was one of the people, and Harriet.

How did he come to be called "Ziggy?"

I have no idea. His name is S. Marshall Kempner. They still live on 5th Avenue in San Francisco. Then there was Thomas Davis, Jr.,
Heard: who lived in Ross Valley. I never ran into him either, so I
don't know whether he bowed out early, or is no longer living, or
what.

Anyway, the United States Travel Service and Americans at
Home are about the only other organizations in this country who
have anything similar to the International Hospitality Center.
We have active volunteers, and we must have about 1800 or more
members. I'm always confused how many we have in World Affairs
and IHC, but it runs around 1500 to 1800 members. I'll come to
the financing of the organization after a while.

But some of these volunteers work in the office and some of
them do the program. I guess I better go into the program first--
what they do. Then I'll speak about student service, which is
part of it--ISS, International Student Service (not International
Social Service, which is Traveler's Aid).

Hospitality is, of course, one of the main features. This
consists of entertaining people in your own home for dinner or
for lunch. Sometimes it's only one visitor and sometimes it's a
larger party, depending on the occasion. Then we have an annual
reception for the San Francisco consular corps. Janet Fleishhacker
has had it for two or three years; the auxiliary of the center has
entertained the children of the consular corps at her place down
in Woodside, where they have a picnic lunch, a swimming pool, and
so forth. That's really very nice.

We have quite a lot of informal receptions in the center,
which is totally inadequate in size and everything else for this
kind of use. That's one reason that IHC is going to move into the
new World Affairs building, when it's ready.

Morris: They are going to be part of that group?

Heard: The plan in the new center is to have individual office space for
each organization that comes in, but then there's a common library
and meeting rooms which can be arranged on request, so that
there's more space. There's also a little lounge. This is one of
the things we look forward to, because we have an awful lot of just
drop-in people.

Morris: How do people find their way to the Hospitality Center?

Heard: Oh, they're told about it when they are accredited as visitors to
this country. We do not take just anybody who comes. These are
people that are sent by the referring organizations. We have
twenty-five or thirty organizations that refer visitors, including
Heard: the Eisenhower Fellows, including the groups of traveling delegations. For example, there might be a group of a hundred Japanese that are descending all at once that are publishers or something. We do not do their programming. It's purely for hospitality, and tours and all that sort of thing, but it's not their program. We do not structure who they see, when they see them, or anything like that. That's done by the State Department.

Bernice Behrens is the State Department representative now. Before her was Mrs. Diehl. There's great speculation, of course, now that Mr. Carter's in, as to who will get Bernice's job.

Morris: Mrs. Diehl's name I don't recognize.

Heard: Mrs. Ambrose Diehl was there for a long time, under the Eisenhower administration—I guess she goes back that far. As long as I can remember it was Mrs. Diehl or Bernice, one or the other.

So what we do, as I said, is dinners, luncheons, suppers, informal parties, the reception for the consular corps, and informal receptions in the lounge. Then we have home stays.

Morris: Do people volunteer to have them in their homes?

Heard: Yes, and this is one of the big projects that we have. We've had over the years a number of things. For example, we had those AID parties; at Christmas time the AID people come here every year. It's gotten to be so big I don't think anybody has parties in their private homes anymore, but we do arrange a dinner someplace for everybody, and then some IHC people go.

Morris: When you say AID parties, is this their staff people in South America?

Heard: No, it's individuals who are under the AID program studying in this country. They're brought every year to San Francisco at Christmas time, and I think they stay here about ten days.

Morris: So this is young people?

Heard: They're students. Well, they may not be so young; they may have already graduated from their own universities. I told you one time that one couple brought a little child along with them, whom Laurie spent the evening lugging around. They come from all over the world. It's really an interesting experience for us and for them, because I think many of them had never seen a house as big as ours, for one thing, nor maybe felt—well, when you've been in group-work and recreation as long as I have you develop certain techniques for
Heard: making a group feel at home. For example, you don't have just alcoholic punch. That's not as a result of these other things, but you know you just don't do that. You have the kinds of food that everybody can eat. You may have alcoholic drinks, but also non-alcoholic punch. We usually had kind of a social hour, and we had name tags on people—we don't all know each other, either.

There were usually thirty in their group, and they had a bus that brought them over. Then I had, I think, six young couples. I put one American and three foreign people at each table. We had the device that they could ask one silly question and one serious question. Early on, the men always wanted to know why American men helped with the housework. This was absolutely unheard of and beneath many of them. There were really serious questions, which then led to discussion.

We always had music. Brad was always there with his piano, and we had sometimes his quartet, and sometimes we had just singing. It was Christmas time, but they're not all from Christian countries, so Christmas might not mean anything to them. But if it did, we learned what they did do. If they didn't have Christmas, what was the feast that brought everybody together in their country? So we all learned a lot.

Our young friends, Brad's age, really look back and prize those occasions almost as much as we did.

Morris: I should think so. Who did you have of the younger couples?

Heard: Let's see, we had Don and Nancy Stewart. We had Brad and Barbara, of course. We had Ted and Anne McCauley. I don't think Heber was here then. I guess Bill and Jean Rogers were here some Christmases—they moved away.

Morris: Were these young couples who had been part of the dance classes and parties that you had?

Heard: Some of them were. Don Stewart was. Bill Rogers was part of a brother/sister club, or they'd been in that dance group we had for years of forty young people. They were all bright, intelligent, interested young people. I think we had the Maynards once or twice. Anyway, those were the kinds of things we did.

In addition to home stays we have a big program of sightseeing where volunteers act as guides, taking people around San Francisco, or they go over to Muir Woods, or over to the University campus, or down to Stanford. We also have special interest tours.
Heard: that would probably be done in a bus, such as to the wine country, to museums—although sometimes those are done by one person—and historical sites, and so forth. Whenever we have a bus, we have volunteer guides on it.

It's a well-organized program. You can imagine that this takes a lot of organization on the part of the office staff and the volunteers who work with them.

Morris: Who's in charge of the scheduling and the organizing of all the home stays and sightseeing and such?

Heard: There's a staff, and volunteers who work with them. Now, that's the routine program. Then we have a lot of groups that drop in that are sent to us. I'll come in a minute to who refers these people. I suppose every month we have groups from twenty or twenty-five countries.

Morris: From all around the world or any particular area?

Heard: All around the world.

Morris: Any countries that are particularly heavily represented?

Heard: Japan, right now. I'll just go on a little bit more about the services that we do. For instance, we make hotel reservations for individuals or groups. Then we give them welcome kits and have maps and information about things to see, special IHC material, and a bulletin board that shows the current events that are going on—if we get reduced prices and so forth.

Before everybody comes we have all these forms on which to make a report on who the visitor was, what country, when they arrived, when they departed, what hotel they stayed at, by whom they were referred, by whom they were programmed, and what professional appointments were made. We also have a biography about them—if they traveled with somebody, where they're staying here, what's their present position, do they know English, when were they born, past positions, academic background.

Morris: Are most of the IHC people multilingual?

Heard: We try to have some who are, but most of them, I would say, are not. Of course, the people who come here mostly speak English. Otherwise they couldn't get along in this country.

Morris: Going back to the AID students: are they in academic programs, or are they assigned to businesses?
They may be in any kind of a program. For instance, last Christmas we had three AID people from the University of New Mexico. All three were in agriculture, but one was from Uganda, and two were from other parts of Africa. They were all Africans, and they all spoke English, although two of them less adequately than the others.

You have a list of their professional interests and the hospitality requested—whether they want home hospitality, or sightseeing, or what it is they would like to have done. Then we fill in the host data, and we try and match up people with comparable interests. And then, "How did you hear about it?" Then we request when they go home a followup report: How did it work out, and did they get the things that they wanted to do done, and so forth and so forth.

So it really is a very comprehensive knowledge of who comes, and what they want, and why they're here, and whether or not it worked.

Has anybody ever tabulated these data over the years?

Well, I've got this little pile. I've destroyed a lot and, of course, I don't try to keep from 1958 till now. A great deal of my material was just board meetings and what we did.

The International Student Service is also an important part of the IHC. [Reading] "The student service more than doubled its service to foreign students in 1965 when our board here agreed to assume responsibility for the New York based International Student Service programs in the Bay Area." Up until that time they had had their own office here in San Francisco.

"The International Student Service was established by the YMCA in 1911 as the Committee for Friendly Relations among Foreign Students. There are offices in 114 places throughout the United States which provide services to the short-term, traveling foreign student." That's different from the students who are here all the time. "The program available to the foreign student supplements his or her educational experience in the United States."

And there are foreign student advisors on campuses. For instance, Stanford has Lee Zeigler, and we have I House. So there are these places where foreign students can tie in, both on campus and for the traveling students.
Heard: I remember we had a meeting one time on the evening of a presidential election—I think it was Eisenhower. We really had a hot and heavy discussion. They couldn't understand the two-party system. So many countries have either multi-parties or they have no parties—they have no voice in it at all.

And we have a port of entry program. The student service program is very large in the summertime, and we employ two extra staff people in the summer who meet the students at the airport in San Francisco. "The majority of foreign students who apply for the visit program are enrolled in American colleges or universities." They pay a small fee to defray the cost of mailing and correspondence for setting up where they are being sent. They also have to have a certain amount of money of their own before they can start out on this; it's not funded to the same extent as the regular International Hospitality program is. There are private tours and all kinds of things.

Morris: You mentioned the predominance of Third World students—does that mean actual numerical majority from South America, Africa, Asia?

Heard: Yes, Africa—we get a lot of students. I'll give you the countries. I can't carry them in my head.

Morris: I was wondering if there's any documentation that those students are particularly interested in meeting or visiting Third World communities in the United States?

Heard: Some of them do. But I think they're more interested in learning about America.

Morris: The general impression is that the Third World students coming from their countries to the United States to study are often from either fairly affluent sections of their home country or they're picked by their government and sent.

Heard: That's right. If you get into Cal that's the case, or Stanford even more so. They are not necessarily typical of people who travel on a chartered trip to the United States, for instance, and want to meet people in their homes. Although most of these are professional people of one kind and another, as you will see when I tell you who the kind of people are.

One thing interested me very much in this bulletin on International Service. [Reading] "All students wishing to participate in the visit program must file an application. The application must include a definite travel schedule when applying for hospitality, or a more flexible schedule when applying for introduction. The signature of the foreign student advisor or person
Heard: responsible for your program, information on health and accident insurance, items of particular interest should be carefully noted so that local communities and host families can plan for your visit in the best possible way. You have to have all kinds of things.

"Each visitor must have at least forty dollars a week above cost of transportation, and sixty-five dollars for a married couple for room, board, and personal expenses. Although it is anticipated that community hospitality may reduce actual expenditures, it is not safe for students to undertake a trip without minimum resources. Hospitality is not guaranteed. When students are lodged in an inexpensive hotel"—or the YW or the YM—"they are responsible for their expenses."

So there are all kinds of things; there's the National Parks they go to, and so forth and so forth. This is a program guide from the 1973 international report—the arrival program. We have a teenage program, we have a camp—oh, that's another thing, the camp counselor program. They can get jobs being counselors in camps in the summer, and quite a few of them do. We have educational travel, study tours, family homes, foreign tours, and so forth. That's all about the pros and cons of the student service.

"Occasionally home stays are requested for these students by their foreign student advisors in order to give them a family they can turn to should they have personal or cultural problems. But the student service can also serve as a resource center for those students attending universities and colleges in the Bay Area." Well, this is like the International House or the foreign student program at Stanford.

Then we had a pitch for getting money from corporations to fund this kind of a program.

Morris: Did you get involved in that? In the corporate funding?

Heard: I think it was just part of the regular funding of I House when I was there. Mostly the funding I was involved in with I House was in the centennial for the university.

Morris: I thought this was a corporate funding program for the Hospitality Center?

Heard: It is, and mostly the men make those appeals, because they know the corporations.

Let's see, what was next? We really have a pretty good understanding of why the person came, what his background is, and how we
try to match him up with volunteers of similar interests and backgrounds. When I come to annual meetings I have a couple of stories about this I'll tell you.

**Fund-Raising and Attracting Volunteers**

International Hospitality Center is funded by memberships, which start at ten dollars, and corporate gifts. We discussed these rates many times, and the purpose is to keep it low, because we expect quite a lot from our volunteers for which there's no funding. If you take somebody on a trip to Muir Woods or something like that, or out to lunch, or if you have a dinner party in your house—there's no stipend for this. So we want to keep membership low and involve a lot of people, because we think this is a learning experience for Americans, as well as for the foreigners who come here.

So the memberships start at ten dollars, and then it is twenty, then thirty—I think thirty is the family membership.

[end tape 26, side 1; begin tape 26, side 2]

Then, of course, there are larger contributions. That's just the initial membership. Of course, many of the board and other people give a good deal more than that. When we have a consular party you're asked to be a patron. There are always events at which people are asked to give more. So I have no idea, really, how much Bartlett and I give each year, because it depends on the demands, but it would probably run around three or four hundred dollars.

Morris: That's really a help if you've got a group of people on the board who can make that kind of support.

Heard: That's right, like Lucile Koshland. She was our expert finance person. She approached corporations. I think she probably had the same reputation that I have in the Friends of Alta Bates: if you got a letter from her it was not a request, but a demand. [Laughter]

Morris: Can you do that with people?

Heard: Oh, heavens, all together my friends in the hospital field provide $50,000 or more a year for Alta Bates, just through that Friends of Alta Bates program.
Morris: On what basis?

Heard: Writing them a letter for a hundred-dollar membership in the Friends of Alta Bates.

Morris: And saying, "I expect this of you"?

Heard: No, no—just a reminder that their membership has expired. It's renewal time. Or an initial request to someone who's name has been given to us, who's been in the hospital or something.

Morris: I met one of your neighbors in the hall—we rode up the elevator together last week. She said she was now a Friend of Alta Bates.

Heard: [Laughs] Who was this?

Morris: I believe she was recently widowed. She was terribly pleased, and said that it was neighborly of you to write a note.

Heard: Was this Mrs. Dunscomb?

Morris: I don't believe she gave me her name.

Heard: She lives on this floor. She lives down in Palm Springs much of the time. Oh, yes, when she came here I wrote her. Her husband used to own the Berkeley Gazette years ago. When he died I just put a little note under her door, and then I think she made a contribution to Alta Bates. I wouldn't just go out and approach somebody cold. There'd be some reason that seemed timely or a possible thing to do. I think that her husband had been in Alta Bates.

Let's see the Friends of Alta Bates list—that's just one month. Those each represent a hundred dollars. So that adds up over the years to quite a bit of money.

Morris: Would the same person be on your list for other things that you're doing fund-raising for?

Heard: No, I don't cross lines like that. Not unless they are given as a person interested in, for instance, World Affairs. This meeting I'm going to next Wednesday is, so far, on the effort to raise money to finance the purchase of that building we've gotten. We've raised around two million dollars, and that is among the board of trustees and corporations; we have not approached the membership. This new drive, which they want me to help with, is the membership. That means that people will take names of individuals whom they know, and then we will approach them, but they are always members.
Heard: Now, they may overlap with half a dozen other things I'm involved in, but I think I will try to take people whom I do not know as well. Of course, I don't know all the Friends of Alta Bates, obviously. I meet people, and they say, "Oh, you're Mrs. Heard, aren't you? I'm a Friend of Alta Bates."

Morris: So they're aware of you, even though you may not be aware of them?

Heard: I may not be aware of them. The same thing in the Robert Gordon Sproul Associates. I probably write to, I don't know how many members we've got. I have twenty-two solicitors and each is supposed to take five names. So that's a hundred people and a thousand dollars each. We went over our quota for Northern California by a lot this last year. My job with that gang is to keep them going, and say, "Have you done your job? Have you seen all your people? Don't just write a letter—go and see them and invite them to lunch or something."

Morris: It takes that kind of follow-up?

Heard: It takes that kind of follow-up for that level of money. If you're just going to ask for a hundred dollars you don't have to waste your time—well, it's not a waste of time, but you cannot give that kind of time to personal contacts. I have lots of phone calls from people who say, "I'm a Friend of Alta Bates and I want to ask you this or that." Sometimes I know the answer, sometimes I say, "Talk to Mr. Hanaman," or, "Talk to Bob Montgomery," or to somebody else.

Morris: They have specific questions about hospital policy or operation?

Heard: Yes, or, "Where can I find out this?" or something.

Morris: And they'll come to you with that kind of question?

Heard: Yes, because they know my name, and maybe they don't know anybody else in the hospital. It builds up over the years. That's why it's terribly important to get people who are known.

Now, I do not wish to be the chairman for the Robert Gordon Sproul Associates, because I think it should be a man, for one thing, who is well known in the financial and corporate world and who has some clout with people of that category of giving. I'll be very glad to do the kind of spadework that I do, although I'm sure I spent four hours a day all last fall getting these new solicitors.
Morris: About eight hours per solicitor?

Heard: No, not eight hours per solicitor, but eight hours on the telephone. They're not in, and their secretary says, "May I ask who's calling?" I feel like saying, "It's none of your business," but of course I identify myself.

And then, "What do you want to talk about?" That's when I feel like saying "none of your business" again, but say, "It's a personal matter not connected with his business. It's to do with the University. Please let me know when he's available." I get very firm about this. Well, you may have to call four times before you get the person, and that takes a lot of time which I think is the advantage of having someone like me doing this. Businessmen cannot give that kind of time; they cannot do it with their business. They would be having their secretary phone.

I think one of the things I've learned is that it's absolutely amazing how secretaries protect their bosses. They really fob you off.

Morris: Sometimes, however, you can enlist a secretary and they can then make sure that your message gets through.

Heard: Yes, it depends on what you're calling for, though. It does take somebody whose name is known and who has a certain amount of status and respect and track record in the community to do these things. So when these solicitors get a letter with my name on it--I think almost every one of the ones I have knows me in some category or another. So they say, "Well, if Mrs. Heard can do all of this I guess I'll see five people—that's all she's asking."

Morris: So you're expecting that the solicitors and the kind of man you're talking about as chairman of the committee will contact people that they know already?

Heard: The chairman of the committee would not necessarily do soliciting, although one would hope that he would.

Morris: But his name will lend weight.

Heard: His name will lend weight and there are certain things that he can do, like seeing that they have necessary backup. But then they expect the sub-chairman to do the fund-raising—like the Northern California or the Southern California chairmen.

Morris: So you're willing to work on people that you don't know?
Heard: Oh, sure, I just call them up and say who I am and what I'm doing. I say, "Your name's been given to me;" and, "We need you;" and, "I know you're a devoted member of the California Alumni;" and, "Would you be willing to do this? All I'm asking of you is to take a maximum of five names." And, "Dave Rice will come and see you and bring you all the material."

And we do a follow-up. We really keep after them. And then we get a report from them and I report to the trustees of the University, and they all know, "Yes, I made it." [Laughs]

Morris: But you didn't get involved in any of this kind of fund-raising your first spell on the IHC board?

Heard: I don't recall it.

Morris: Did the International Hospitality Center qualify for United Crusade funds?

Heard: No, it's totally private, unidentified with any government financing or anything of that sort. No, it's never applied; it's independent. The only thing we rely upon besides our members are corporations. Quite a lot of airlines and travel people, that sort of thing, have an interest. Then there are a lot of very generous givers among the trustees and friends. We just got a gift of $100,000 from one of our volunteers. If we need to, we'd probably draw on that for moving into the World Affairs building.

Morris: So that's kind of a capital fund?

Heard: Capital fund, yes.

Morris: Is there much in the way of endowments of that kind?

Heard: When Lou Niggeman died, we had quite a large memorial fund. Well, I say quite a large—probably $10,000. That's invested. From time to time we get gifts of around a thousand dollars or something, and I would assume that there are some members of the board who have bequests.

Morris: Waiting?

Heard: Yes.

Morris: So it's really a current funding operation.

Heard: Yes, which means we have to really keep after it. We operate on a budget of around $80,000 a year, and that's not a big budget.
Morris: No, but it's a lot of money to raise.

Heard: That's right. We have an auxiliary, which is a fund-raising arm. They help with the special events, one might say: they help with the wine-tasting party for the consular corps; they help with the children's day down at Janet's; they do a Christmas party for children—that sort of thing. But they don't really do an awful lot by raising monies for the regular budget.

Morris: Is the auxiliary a separate organization with its own executive?

Heard: No, they're part of the Hospitality Center. They have their own bylaws, which we drew up for them and they agreed to, of course. But they have to operate within the bylaws of the International Hospitality Center.

Morris: Has there been the same executive in the time that you've been associated with them?

Heard: No, no. Isabel Smith—Mrs. Allen Smith in Berkeley—was executive for a long, long time. And then Phoebe Galgiani has been there for six years. Her husband was a doctor who died, I think, shortly before this. She'd been president of the San Francisco League of Women Voters, and I think she was on the state board. She knows everything and everybody—is a terrific executive. She has said that she is going to retire; I think she wants to retire next year. It will be very hard to find anybody who knows the San Francisco scene the way she does, which is imperative.

I was chairman of the personnel committee this year. We have arranged to cut down her working hours this year, so she has a little more leisure time, for which she's willing to take a cut in salary. But I don't see anybody on our staff at the moment who could take Phoebe's place.

Morris: That sounds like an instance where, as you say, the knowledge of San Francisco might be more important than professional training in administration.

Heard: That's right. They have to be able to direct a staff, though, and to keep them lined up, and to attract volunteers and to work happily with volunteers, and to keep an eye on the budget, and to work with the board, and all these things. I have the job description of the executive, and I just wonder if anyone could ever fill it. But it's true of almost everybody on that staff. Many of them we require to be bilingual. They're always being offered jobs elsewhere, because it's a very skilled staff. Bunny Hinkley has just gone to New York.
Morris: To similar programs, or does industry want them?

Heard: No, similar programs. I suppose any one of our staff—well, not the secretary, but some of the others could get executive jobs in any one of these 114 centers, I'm sure, because they have more experience.

Financing—I said, we operate on around $80,000 a year. Now, one of the problems we're up against is to raise extra money to move into the World Affairs Center. So Phoebe was calling me the other day about how to do this, and whether we should do one of two or three alternatives in moving into the Center: let them do the decorating and the setting up of the facility and pay a higher rental fee, or do it ourselves and try to raise the money for it. She asked me what I thought, and so forth and so forth. And, "Who would you approach?" Because World Affairs has been after everybody, of course.

World Affairs Council

Morris: Is there much overlap in membership and interest?

Heard: Oh, sure, lots of us are members of both. But I mean in terms of asking corporations that World Affairs would be after, and that would have more clout than IHC would.

Morris: Did the groups that are going to move into the building talk about having some kind of joint approach to corporations and foundations, since so many of the building's facilities are going to be used jointly?

Heard: No, because the responsibility lies with the World Affairs Council, which has to raise at least $3 million.

Morris: That's just for purchase of the building?

Heard: Well, it's also for remodeling. We also have to get the other people in. I have a list someplace of who's going in so far: eleven organizations with several others considering moving in.

We really had hoped in the beginning that the Asia Foundation would go in, because they would take at least half of the building and we wouldn't have this problem. But they have a two-year lease where they are, and they require an enormous amount of space. So, I don't know, this is going to be one of those 'iffy' periods, seeing how everybody can work out and agree to take their turn on
Heard: the public space that's going to be available and so forth. It's going to be an adjustment period, but Dick Heggie is a very good person, so I think we'll make it all right.

Morris: So both through IHC and the World Affairs Council itself, you're involved in raising money to buy the World Affairs building.

Heard: Oh, yes, that's keeping us poor this year.

Morris: You took on an obligation for a piece of that?

Heard: Oh my, yes. Well, Bartlett and I are charter members of World Affairs. I was the first woman officer, the first woman vice-president, and I was program chairman for five years. I've got service stripes in World Affairs. When I look around and see all the young men that I helped bring up—like Bill Shwartzer, who's now a judge in the Superior Court, or Clark Mazer—Todd Heffelfinger—I can go down the list. These young men I had the pleasure of working with when they were first coming out into public agencies. So it was a great experience. I'm glad I had it. But they now need younger people.

Morris: They have stayed with it, and they're now the senior board members?

Heard: Yes. I'm very senior. And there was Ziggy Kempner. Judge Weigel was president, and he'd also been president of IHC.

Morris: So there's a rotating back and forth?

Heard: Many of the IHC board members have been on World Affairs too, like Claire Denman. I've never seen Lucile Koshland in World Affairs, but a good number have been.

Morris: Did you and Bartlett make one outright grant over a period of years, or would you have gone the challenge route: "We'll put in so much money if someone can raise—"

Heard: No, we just made a grant payable this year. But over the years we have given quite a lot to the World Affairs Council at various times. When I was president of Asilomar, when we dissolved our foundation, we gave $10,000 to World Affairs. And we give an annual membership, of course. I would assume that we are probably as consistent contributors as anybody on their list. We don't give millions, but then neither do a lot of people.

When you have a big capital campaign like this you go after people like the Haases or Steve Bechtel. We always go to Steve Bechtel for everything—the University or whatever it is. Or the Fleishhackers. There are just a lot of very wealthy people.
Heard: on that board. That's who we need; that's the reason they're there. They know it; we know it. But they also contribute an understanding of world problems because of their business experience.

Morris: In one of the other organizations that you work with, you went to a fund-raising consultant on development—Ann Eliaser.

Heard: That’s USO.

Morris: I wonder if you thought of that in World Affairs Council for a capital campaign?

Heard: I don't think we need it. We don't need that. That was to set up an auxiliary. She's with that COMPASS fund-raising organization.

Morris: Yes, but there are a number of consultants in philanthropy whose expertise is—

Heard: That's what she is.

Morris: Yes, she overlaps into politics some, which makes her an interesting variety.

Heard: I think most of them do. Madeleine Day does the same thing. She works a great deal on politics, but also helped the USO last year when we had that big national dinner and Bob Hope was here—a hundred dollar a plate dinner.

When Mrs. Eliaser said the other day that they have in her company something like 50,000 to 100,000 names of people who are available to work and who are unattached—I don't mean they're not married; they're unattached to any organization, they're lonely, they're needing of something to do—I said, "The most helpful thing you've said today is that there's a pool of people available, because I'd like about ten or fifteen names myself."

Morris: Who don't want to be attached to an organization?

Heard: Who don't know how; they've never been approached. Now, how Eliaser gets hold of their names, I have no idea. Maybe they take them off of the DMV [Department of Motor Vehicles], or off the political registration. This was in board meeting, and I didn't ask her, but I will find out.

Morris: I should say so. The search for new energy and brains—

Heard: Competent volunteers—I don't know where they are. Do you?
Morris: No, I've been hoping somebody would do a study of just that. There is a mythology—and it may not be a mythology if she's got statistics to back it up—that there are many people without any connections who are lonely and are looking for things to do, but whenever you go to any available list you find, "I'm back in school."

Heard: "I'm playing bridge on this day."

Morris: I don't even find those. I find "I'm back in school," or "I've had a new baby," or "I have a new job," or "My husband and I are building a house or going around the world."

Heard: Or "My husband doesn't approve of this kind of activity," although they don't always come out and say that. But that has an awful lot to do with it. Or if it's a night board meeting—there are just a thousand things that prevent them from doing it. I could probably pick out twenty-five people, older women, widows, in this building who, as far as I can see, do nothing. I don't know if they'd be any good or not. Perhaps many of them are doing a good deal in the community.

I think you have to test people through the committee structure. You don't just pop somebody on the board because they've got money and you need a money-raising connection.

As I've told you, I haven't approached anybody on the program committee yet, but I'm really determined to get about ten people on the program committee of TA this year. But I wouldn't think of asking any one of those people immediately onto the board. I don't know whether they'll turn out to be the right kind of people or not until I try them out.

Morris: On the Hospitality Center it doesn't sound as if you'd have much trouble finding good people from the active volunteers to come on the board.

Heard: Well, it's surprising how much you have to do. I've been on the nominating committee a couple of times, and I was interested in the list—Bob Phelan told me he was going to be on this time—who the officers were going to be and everything. It's not all that easy. The volunteers in IHC live all over the Bay Area, too. It's harder to draw from all over the area for many activities, if there are numerous activities, than it is to center a board in San Francisco.

Morris: Is there a ratio for how many will be in San Francisco and how many will be from other places?
Heard: No, it's who we can get, I think. We have a volunteer unit, and we divide the membership up into where they are located. When you want to do some hospitality, if somebody wants to go in the East Bay, then you try and get an East Bay person. If they want to go to the University, or do whatever they want to do over here, you try to get a University person.

[end tape 26, side 2; begin tape 27, side 1]

National Board: National Council for Community Services to International Visitors

Heard: I don't have statistics for all of 1976, because I was off the board at that time, but I do have January 1976. For example, we served 187 foreign visitors, of which 171 were leaders and sixteen were students. Now, the students were simple to add up. It was mostly information from the office, and a few hotel reservations, three home stays, and we met them at port of entry and domestic arrival.

But services rendered to leaders: sixty-one sightseeing tours; three bus tours for ninety-three visitors; fifty-two home hospitality occasions; seventeen professional appointments arranged for sixteen visitors; one social and cultural event arranged for one visitor; thirty-six got welcome kits. We had twelve new volunteers registered, and three volunteers in San Francisco oriented.

Oh, yes, we have an orientation service for everybody and new visitors. Eleven office volunteers were oriented, and there were seventy-eight total volunteer hours served in the office.

Morris: In addition to the visits?

Heard: Yes, this is by volunteers. There were forty-two hosts for sightseeing, thirty-three for home hospitality, and three for home stay.

Now, these are the people that referred to us: the Asia Foundation; the United Nations Travel Desk; the Agency for International Development; the Civil Service Commission in San Francisco; HEW Office of Education; HEW Social and Rehabilitation Service; the Department of Labor; the Department of State, Bureau of Educational and Cultural Affairs; the Department of State in San Francisco, thirty-two; the Foreign Press Center, sixteen; the Twelfth Naval District, eighty.
Morris: Eighty people?

Heard: Yes. Three from the University of California; Americans at Home which were nonsponsored, one; and walk-in visitors, twelve. From the students there were ten walk-ins, four were from the International Student Service in New York, and one from the Institute of International Education in New York. Our total membership at that moment was 1,197. Countries represented were thirty-five.

Morris: In one month?

Heard: In one month. That's about average. I'll tell you who they were and where the most came from—there were more than five, I'll tell you. Australia, fifteen; Austria, Belgium, Bolivia had one; Brazil had six; Chile, Colombia, Costa Rica, England; Finland had five; France; Germany had seven; Hong Kong, Indonesia, Iran, Italy; five from Japan; Micronesia, Netherlands, New Zealand, Pakistan, Paraguay, Poland; Rumania had five; Saudi Arabia, South Africa, Sri Lanka; Sweden had eighty—one—they must have had some kind of meeting; Switzerland, Taiwan; Thailand had seven; U.S.S.R., two; Yugoslavia. That's thirty-five countries in just that month of January of last year.

Morris: That's remarkable. If, for instance, I had some other Swedes who happened to be in this country visiting me, could they go over to the Hospitality Center?

Heard: Yes, they'd be drop-in visitors, though; they would not be on this official list as referred.

Morris: Could they participate in the sightseeing and other types of things?

Heard: I'm not sure, but we generally limit those to people that have been referred and who are on our official list. For instance, in August of '75 we had 296 visitors, and orientation, and 148 hours serviced in the office. There were fifty—six student hosts for home stay, thirteen students for home hospitality. We had a wine reception honoring the Operation Crossroads Africa, which was here with a group; there were thirty—five there. We had a tour to the East Bay museums. And 1200 members. Leaders and specialists. Non-sponsored—well, those run about the same.

Countries represented—let's see if there are any big ones: Australia had twelve; England had forty; 184 came from France; 423 from Japan; forty from Nepal; eleven from the Netherlands.

Morris: This was a one-month report for August?
Heard: August '75.

Morris: Yes, that does take a big jump, doesn't it?

Heard: Thirteen from Singapore; sixteen from Venezuela; thirteen from Taiwan: 1,041 total. Total foreign visitors served in 1975 were 5,112—leaders, specialists, dignitaries. And then there were students—of that, 2,499 were students.

Morris: That's interesting; that's just about fifty percent.

Heard: Yes, just about fifty percent. Home hospitality, 1,387; sightseeing, 1,290; escorted bus tours, there were thirty of those; home stays of one to four nights, 320; professional appointments, 530; port of entry service, hotel reservations, information, and so forth. From 1955 to 1975 the accumulated figures were 99,329.

Morris: Good heavens!

Heard: In a ten year period. So that's the way it goes up and down, depending sometimes on whether there are big delegations. So that when the Eisenhower Fellows were here last year there was a lot going on.

Now, I wanted to tell you about one other service that we're involved in. COSERV [National Council for Community Services to International Visitors] is the national organization of International Hospitality units; it's the national board. Mrs. Galgiani is on that board and on that executive committee. Sometimes a very distinguished person comes from another country who does not speak English, so the State Department appoints an escort who goes with that person throughout his/her trip. There's a very interesting article about a woman who was a personal escort for a woman from Johannesburg, very black, but Julia herself was not black.

One of the things that she said that I thought was extremely interesting was the difference between escorting a large group of women and escorting an individual. She said [reading from newsletter], "I learned many things, and escorting was as much fun as I'd expected. Observing Sally's reactions was fascinating. We spent a marvelous day visiting self-help groups in the Fillmore District of San Francisco. Sally reacted appropriately, though surprisingly unenthusiastically. I knew she needed rest and relaxation, which she had had for the remainder of that particular stop, but it wasn't until later that I learned that she really had not comprehended much in that day. As often happens with grantees, she had hit a learning plateau and had been unable to absorb more until she had a break." Isn't that interesting?
Morris: Yes, very.

Heard: But they do go to those kinds of groups you were asking me about. "Being constantly on the go is tiring for both visitor and escort. A lot of energy is required along with a love for people and a sense of humor. Because it was impractical to always take cabs, we walked many miles. Sally even had to buy a special pair of walking shoes. Plenty of sleep is another imperative. The secondary role of the escort makes dozing at appointments a real temptation occasionally." I bet [laughs].

"Escort responsibilities: In six weeks we traveled to seven cities. Refusing to be intimidated by big city fears at night, we enjoyed large, as well as small, communities. Because large cities tend to program less heavily than smaller towns, the responsibility falls to the escort to fill in the gap. When it was up to me to determine the appropriateness of a given restaurant or entertainment, I needed to consider price ranges, since Sally was particularly concerned to make her money cover her expenses," which is what I reported to you earlier, "whether we would be at ease and comfortable, and what the streets would be like a few hours later when we emerged. We never limited our activities because the sun went down. We considered New York City as 'Fun City', not 'Fear City', and applied this attitude to San Francisco, Atlanta, and Washington, D.C., as well.

"In Mt. Pleasant, Michigan and Beria, Kentucky, we were kept so busy there was no need for me to make decisions about any of our activities." This was interesting, though: "Attending Sunday services at Ebenezer Baptist Church in Atlanta was probably my single favorite experience, but the pleasure of visiting with so many varied people and learning from Sally were the most satisfying parts of escorting. We had the best of times after each experience discussing our impressions and reactions.

"This was especially so at Standing Rock Reservation in North Dakota, where Harriet Sky, a Native American, was our programmer and companion. Our many discussions did justice to the goals of the International Year of the Woman as the three of us tried to understand a little of each other, and found that though we share much in common there is indeed a difference."

When I was closer to it than I am now, maybe three years ago, every group of travelers who came to this country, especially from the Far East, wanted to go to an Indian reservation.

Morris: Any particular reason?
Heard: They had heard so much about the treatment of the Indians by America, I guess, that they wanted to see for themselves.

Morris: What kind of reactions did they have once they actually went to a reservation?

Heard: I think they reached the plateau of intake. [Laughter]

Morris: Is this a documented phenomenon in social work training?

Heard: Not that I know of; I never heard of it at Cal. Here's a picture of that multi-regional International Women's Year which met in San Francisco. There were twenty-nine women from twenty-five countries, and they had a conference at the Palace Hotel at which my great friend Anna Jiaagge from Ghana was a speaker. There were a lot of women that I'd known over the years in YWCA.

Hospitality for Eisenhower Fellows

Heard: One of the conferences that was held in San Francisco last year was the conference of the Eisenhower Fellows. Last year I think there were over a hundred Eisenhower Fellows here, and they stayed at the Fairmont and the Mark.

We had a dinner party for four of the Eisenhower Fellows. I have had two letters since from one of the men from Egypt, which is unusual, because oftentimes they get so wrapped up—they write you a thank you letter, but I'm talking about follow-up letters. The persons that we had were Mr. and Mrs. Alberto Mondet from Argentina. He became an Eisenhower Fellow in '65. He's the president of Contecsa SAC, and a professor in the School of Public Health in Argentina—I asked for health people. His wife was Dutch in origin, I think. She spoke six languages, and he spoke three or four. They had children. I judge they were fairly well-off because he made reference to their cars and various and sundry other things.

Then there was another person from Egypt who became an Eisenhower Fellow in '67. You always ask for dietary restrictions, and he does not eat pork, so we did not have pork on our menu. He's the Director of Technical Affairs in the Central Administration of Public Mobilization and Statistics. That's the title—I guess it's running the trains, I don't know. Public mobilization.

Morris: Was that as close as they could get to public health in your request?
Heard: I guess so. I don't know why it covered him. Anyway, he's in Nasser City, which is outside of Cairo.

Then we had Dr. Darbella from Uganda, who is in the Department of Medicine at the Makari University Medical School. He became an Eisenhower Fellow in 1969. He was absolutely delightful—well, they all were, but he was in such demand that I felt very lucky to get him. I wanted to have time to take him to Alta Bates Hospital, but he was so booked-up that we didn't do that.

The Dobrzenskys were here that night, too. Of course, you know, Jean used to be the head of I House staff and worked very hard in the International House Alumni Association. They're both great people. So we had a wonderful, wonderful evening.

Morris: Did you find some ideas from their health and medical experience that would apply to Alta Bates or vice versa?

Heard: Not particularly. I don't think that on a dinner party where you have people from as many backgrounds as that—you ask more about what they're doing. Of course, Makari University is a very famous university, and you might ask how many students, and more or less general kinds of questions. But I think the main objective of an evening like that is to put everybody at ease and let them say what they want to about their experience in this country.

The Mondets had been here before, and they had a car and were touring in this country, so they came from a little different economic category, I think, than these other two men. But we asked about their families, and if they were married, and how old their children were and whether they went to school, and where they themselves got their education. I guess I had all that data on all of them.

[Reading from conference announcement] "Today there are 550 Eisenhower Fellows in this country"—this is last May—"many holding key positions. An Eisenhower Fellow in India has recently been named Secretary to the President. In Thailand four fellows are members of the appointed assembly. The President of the Bank of Brazil is an Eisenhower." And then it goes on down the list.

A friend of ours, Ben Sanchez, is a governor in the Department of Development in the Philippines. He was here, but he was very much in demand as a speaker and was involved in an awful lot of meetings, so we had only one evening with him.

Morris: Did you say you had known Ben as a student?
Heard: Knew him since 1962 when he came to this country as an Eisenhower at Yale. I also knew his mother who was on the World YWCA when I was.

Morris: I'm unfamiliar with the Eisenhower Fellows. Is it like the Fulbright program?

Heard: Well, it's a little different from that, and it's kind of coasted along. It was set up at the time of Eisenhower's death as a tribute, as a kind of memorial to him, and nothing very much has been done about it over the years. The Eisenhower Fellows are very disappointed. But the great thing that's happened now is that former President Ford is going to be the president of the Eisenhower Fellows. It's going to remain its own viable organization, and he is going to travel, and they're going to raise money for it and so forth. Whereas before, it just kind of limped along on the money that was raised at the time of Eisenhower's death.

Morris: I see. So it's not funded by Congress?

Heard: No, it's a nonprofit corporation founded on the idea that governments by themselves cannot bring about world peace. "People have to be involved, and the more influential the people the faster and broader the undertaking. It was established in 1953 in order to help the newly independent developing countries build their leadership, as well as to help the world's future leaders better understand the United States.

"The Eisenhower Fellows' goal has been to finance extended visits to the United States by men and women in mid-career who have demonstrated outstanding leadership in a field of prime importance in their countries." One of the differences between them and the kind of thing we get in IHC is that they are here for an extended period--it's usually about nine months or something. Ben was here for a whole year in study.

Morris: Does the program, for instance, arrange for Ben to go to Yale?

Heard: Yes.

Morris: And pay for his expenses?

Heard: It's a grant like the Fulbright. I don't know that all of them need a grant, but that's part of the program. I presume that they make contributions if they can afford to later on.
Heard: "A survey of all Eisenhower Fellows was recently conducted to obtain a global perspective on the United States, and additional comments at the conference will be most welcome. Conditions of our world differ greatly from those at the time of the Fellows' founding in 1953. These conditions demand a close look at their objectives, so their future will be discussed particularly in the light of these current global concerns: food and agriculture, priorities and imperatives, meeting capital needs, educational needs of the global community, private and public sector management needs, and the problem of sharing global resources."

They're really concerned about the future. What came out of that was the defeat of somebody's idea that they should just turn over what they had to a university, which would just administer it along the lines it already is going, and they felt that it would just die out over a period of time. So now they have got a new life and a new organization, and they're really all revved up about making the Eisenhower Fellows the kind of organization that they all dreamed it was going to be when it was inaugurated.

Well, this next May, and I guess beginning about the end of February, all these Eisenhower Fellows are coming again to San Francisco. I was just talking to Phoebe yesterday, and I said, "I would like three of those people." I'll tell you where they're coming from: Afghanistan; Argentina; Australia; Bangladesh; Bolivia; Brazil; Colombia; Ecuador--National Hospital Division; Egypt--Mr. Lashine, who's the Technical Director of Transport Planning Authority. He probably knows my friend. France; Greece, who's a journalist; Hungary, who's a journalist; Iran, a Director-General of Special Education; Israel, Director of the JAFFA Government Hospital; Japan--this is one of the women I want: Kyoko Fuji, who is studying woman's role in society. And I would like to have you have a chance to meet her.

Morris: That would be marvelous.

Heard: Korea; Liberia, a woman who's in the Department of Pediatrics of the J.F. Kennedy Medical Center--I didn't even know they had one. Pakistan; Philippines--Jose de Jesus, from the Development Academy of the Philippines. And Singapore, Andrew Chew, who's the Deputy Director of Medical Services. Bartlett and I spent several days in Singapore. We stayed there when Skip Winans was on leave to Singapore to develop their recreation program.

Morris: The Fellows are going to be in San Francisco in February?

Heard: No, "A midterm seminar for all the Fellows will be held in San Francisco from May 22nd to May 28th." So that's when they're going to be here. It means that they'll have crowded schedules,
Heard: and their seminar will be their main emphasis. Probably Ford will be here—I would imagine that he will.

Morris: Well, he seems to have settled on the West Coast.

Heard: Even if he hadn't, I think he would have come for this, probably. So most likely all we'll be able to do, although I'll try to get Mrs. Fuji a little more time, is to have a dinner party some night with these three people as guests. Anyway, I've got my name on Phoebe's list.

Morris: So the Hospitality Center functions as the base for the conference?

Heard: The hospitality for all these people. We don't do anything about the conference, but we do the home hospitality.

Morris: Where's the headquarters of the Eisenhower Fellows?

Heard: It's in Philadelphia. They were talking last year about turning the whole thing over to Johns Hopkins University. Ben and some of the other people got together and they said, "No way!"

Morris: The graduates of this program wanted it to keep its own identity?

Heard: Yes, and to develop it, not just to live off the little fat that gets leaner every year. The program gets smaller every year. There's tremendous interest around the world in this program. They've got—well, five hundred men and women scattered all over the world can certainly stir up interest in their country in raising money by suggesting people to be on this program.

Morris: Was the money that was raised at the time of Eisenhower's death mostly United States donors?

Heard: Yes, it was contributions by Americans to set up this memorial fund.

So that's on the schedule for May in my book. Isn't that kind of fun? Most of the Fellows are apparently leaving home and traveling, and then ending up here for this conference in May. Now where Mrs. Fuji is going, I don't know.

Morris: So they will be traveling, pursuing subjects of their own interest?

Heard: Yes, previous to this conference.

Morris: Wouldn't it be fascinating to hear what a Japanese woman from Japan observed about women in the United States?
Heard: Yes, and then, of course, I'm sure the Japanese community here will want to gobble her up, too. There's a big Japanese community in San Francisco, and she would want to go out to the Japanese Museum in Japantown. There are lots of things that a person like that, I'm sure, would have her own lines out for in San Francisco.

Organization Study, 1973: Administrative Committee

Heard: Now, let's see, what was next on my list? One of the things that we did in 1973 was at the insistence of Louis Niggeman, the president of Fireman's Fund, who was the president of IHC. He was one of these businessmen who likes everything tidied up and neat and so forth, and he brought one of his staff, Mr. Tierney, in to look at how IHC was run. So Mr. Tierney suggested—well, it worked out that we voted to have a study, and there were four sections to this study: one was on public relations, and Mrs. Dunhill was the chairman of that; one was on finance, and Mr. Niggeman and Mrs. Dunhill was the chairman of that; one was on finance, and Mr. Niggeman and Mr. Tierney did this themselves; one was on program, and Connie Holton—you know, Dick Holton's wife—headed that; and one was on administration, and I was the chairman of that. This was really a tremendous undertaking, and, of course, administration was a little bit more difficult than some of the others. So I have volumes on my report. We had some awfully good people on it, but I don't need to go through their names, I guess.

The agenda—we had five tasks, which you can see on the front page there: [reading from committee report] "Study and organize the IHC to accomplish its purposes and objectives. Review job descriptions and reallocate duties utilizing the staff potential and talents to the maximum. Improve the program for training and orientation of volunteers for office support. Better identify the interests of the visitors so IHC can more effectively utilize the talents and interests of the volunteers. Identify future space needs." So you see how far behind we are in getting the space needs.

Then I said, "The committee on administration is aware that the section on administration was more difficult for the membership and/or the board than other sections and therefore received fewer suggestions." We sent out questionnaires to all of the members asking them for suggestions on these four categories.

Morris: To all the board members?
Heard: Yes. "Comments on question one, that is to study and organize the IHC to accomplish its purpose and objectives"--I love this--"ranged all the way from 'recommendations should come only from the director' to 'IHC is fine just as it is' or to have an efficiency expert survey'." Aren't those typical answers?

Morris: Oh, my.

Heard: After reviewing all the comments, the committee makes a number of observations and raises questions. "Some members are recruited for financial support, some for community services, some for their contacts with other international organizations," which is about par for the course. "Question: Do we need to involve more members of the board in regular or ad hoc assignments? Should ways other than regular committee assignments be found for using the financial supporters?" And that's a real good question, I think. "Should we have more committees?" The answer's yes; we decided to add two. "Do committees have a clear understanding of their function and are they adequately staffed?" Probably not.

Morris: You didn't answer the first two questions.

Heard: Well, I think we come to the answers. And is the auxiliary satisfied with their representation, and so forth. That was the first task--to get questions.

Task two was the staff organization. These were really the answers. We recommended a full-time membership secretary. "The training and use of volunteers." We made several recommendations. "To divide the functions on membership into three committees." They were trying to do an impossible job: one, to recruit; two, to orient; and three, to work with the membership on the use of volunteers.

"Consider structuring the membership meetings around a week in June or October when all members would be invited to area meetings in private homes featuring members of the consular corps, foreign guests, or talks of general interest to volunteers." You see, with our membership drawn from all over the Bay Area, it's impossible to get everybody at a meeting, so we came up with this idea of meeting in areas. These would be planned by the volunteers with no set pattern, and maximum publicity.

"The three committees should meet jointly two or three times a year to maximize their work."

Morris: How did the decentralized home meetings work? Did they ever happen?
Heard: I don't know how they worked out. "Identify the interests of volunteers in better use of their talents. Clientele comes from over one hundred referring agencies and organizations, most of which supply information in advance." I told you about those forms that people fill out. We think there's adequate information.

"The evaluation from the visitor is voluntary." We didn't feel we get enough of those answers back, although some do. They give personal notes—how much they enjoy being in so and so's home or something like that.

Morris: Does anybody ever say, "I had a terrible time, and I don't think America's what it's cracked up to be?"

Heard: I don't think they would answer if they did.

Morris: That would be my suspicion.

Heard: And, "Identify the future space needs." Then we added a corporation committee, and a volunteer activities committee, each one with a job description.

Morris: I see a note here about a student hostel.

Heard: Yes, that one has been a long-time objective of ours, and I think the person that gave us the $100,000 has also given money to establish a hostel. Space has been available out at Fort Mason for a long time, and I think this is now going to be developed. It's not under the International Hospitality Center, it's part of the Youth Hostel Association.

Morris: And it does now exist?

Heard: I think it's been developed; at least the money was there. I don't know how many hours of incorporation and all that kind of stuff they have to go on.

You can imagine how many hours it took to gather all this information and to rehash all this kind of business.

Morris: Do you remember what did happen about involving more members of the board in regular or ad hoc assignments?

Heard: No, I was not responsible for follow-up on those things. That is where it comes down to what the board did with these things. And some of them were easy enough, I guess, to adopt.

[end tape 27, side 1; begin tape 27, side 2]
Heard: There was a charge for ourselves from the president, Ellie Nishkian, that had several points to it. One was why the committee was established, its specific task, the reason why the charge was important to IHC, its meeting schedule—the time and frequency, reports; the kinds of reports and analyses and studies that we were to produce and when, and then cooperation with other committees if necessary; a representation on the committee, an assignment of staff to the committee and the amount of time that that would take; and the length of time for which the committee is to exist. So that was a big, long job at that time.

Morris: Did Fireman's Fund lend their representative, Mr. Tierney?

Heard: Oh, he met with the finance committee, mostly; I never saw him at any of our meetings. We made him an honorary life member of IHC as a result, though.

Reorganization Study, 1974: Bylaws Committee

Heard: The other study I did, and this is why I've had a year off of the board, really was a dramatic and traumatic experience. Ever since the International Hospitality Center was organized there was no limitation on the term of service of a board member. They died, they went off, but otherwise they were usually right there. In 1974 we did a study of the reorganization—I was chairman of the bylaws committee.

Morris: And you decided—

Heard: We decided to have a rotating board, and we came up with a lot of other recommendations about honorary members: how many we could have and how long they had to be on before they became eligible—really tightened up the whole thing. We made the provision—we also did it at the Heard Museum at my suggestion—that the two-term rule does not apply to the president. Because sometimes an organization really cripples itself by not keeping a person on under a contingency. We were in that situation at International Hospitality Center.

Morris: So somebody who agrees to be president can continue into a third term?

Heard: Yes, as long as he wishes to serve, and that's what Ellie Nishkian has been doing. We were not able to get a president who would give that kind of time or had that kind of time after Stanley Weigel retired. So Ellie became the president, and she must
Heard: have been the president—this must be three years, at least. She would have rotated off under the two-term rule.

Anyway, there was a great hullabaloo about this. I remember saying you can do one of three things: You can either accept this recommendation of the bylaws committee, or you can vote it down, or we can go on exactly as we are. But you have to do one or the other. Bob Phelan, a lawyer in San Francisco, is on the committee, and he and I had great fun over this. He said, "Just be tough and lay it out, Winifred, and I'll back you up."

There were one or two people, whose names I won't mention, who were very upset about this.

"Oh, we can't do that. Think of all these good people that we would lose." That was majorly the issue. They just couldn't face losing their old friends, many of whom were very important to that organization.

But we were not getting new blood, and that was Phoebe's great concern. So this was the proposition we put before them, and it was voted to reorganize.

Morris: Were there abstentions or negative votes?

Heard: One or two negative votes, but it was carried overwhelmingly. They saw the logic of it. We really had to do it. I don't think there was any question about doing it; it was, "We don't want to do it this year when these people have to go off."

We read over the list of who went off this year, who went off in 1976, who went off in '77. We laid this all out in front of them—gave them a sheet that showed it. They could see that if we put it off until '76 it was going to be just exactly the same problem, because there were people we could not afford to lose in '76. And so we voted it, and it became operative. I was one of the people who went off in '76.

Morris: In the first year after this was adopted.

Heard: No, the '75 people went off. I went off in '76. I'd been there since 1958, ye gods!

Morris: That would seem to be a sufficient term.

Heard: Quite a long service. I'm off for a year. Now, if people think I'm good for the organization I'll be invited back—which I was. But I don't know what percentage of the people who have gone off have been invited back, or how many of them decided that they didn't care to come back on the board, but I'll check on that when I get back on the board.
Morris: And Mrs. Galgiani thought that this was important?

Heard: Oh, it's very important. It was the life of the organization. We were just getting ingrown. You know. a community like San Francisco and the Bay Area doesn't stand still. There are a lot of new people, there are new organizations, there are new programs we need to be in touch with. And we just weren't being in touch with them through the board. But that was a really rough thing to do, I'm telling you.

Morris: That's interesting, because in this report from the administration committee the previous year there's this observation that the board has a membership of forty-five, but average attendance is only twenty-five.

Heard: That's right.

Morris: So it looks like there were twenty people of this desperately needed crew who weren't coming anyway.

Heard: I've never seen a full meeting of the board, though I think this happens in any board.

Morris: That's true. But did everybody come sometimes?

Heard: Oh, I think probably, yes. We had that attendance record, too. No, I think maybe they showed up once a year. But an awful lot of the kind of people who are on that board are traveling, you know. The same is true on World Affairs. The same is true on our hospital board. We have two or three men who are internationally connected and they're often unavailable because they're out of the country.

Morris: Don't they lose the sense of continuity then, if they're gone for two or three months at a time?

Heard: I don't think they're gone that long. Well, maybe some people important to IHC were, if they were just on a world cruise or something; but no, most of the men I worked with—well, like Gene Trefethen, who's chairman of the board of the Foundation of the University: he might have to make a fast trip to Australia, but he wouldn't be gone too long. It might be that you couldn't have a meeting at the date that you had originally thought you would have it, but it wouldn't mean that you wouldn't have a meeting at some other time. But you can only do that in a small group. That's why the University Foundation executive committee is as small as it is.
Heard: I think we had maybe a little better record of attendance in the year between '75 and '76 when I was there. I'll be interested to see now, when I go back on this March, what the attendance record is.

But we put it over. I was talking to Phoebe the other day, and she said the same objection came up this time: "Look at all these good people--" But you just have to hold firm, and thank goodness there were enough people who believed in it. The other thing is that when you do this you don't have an awful lot of time to absorb and use the new members. So they haven't demonstrated their effectiveness, probably, to the extent that people who've been there for fifty years have, and are now in danger of being lost.

Morris: Well, they aren't lost necessarily, are they? They can go work on a committee or be in charge of this and that.

Heard: They can be on committees, they can be volunteers. Oh, sure. But they haven't learned. That's one of the things we said about committees—why we split the membership committee into three parts. They can use fifty or sixty people, but it's a matter of getting a chairman who is a mover and a staff person who works with them. That's the secret in a lot of these organizations, as Mrs. Eliaser points out. You know this is true. You've got to have somebody who's got the time and the energy and the dedication to keep after it.

Morris: And you need some of those people at lower organizational levels than the board.

Heard: Sure, they can't all be the president. No, I'd much rather be the chairman of a committee than president of an organization. I really don't care about being president, because what you have to do then is to keep after the committees. But you're not really involved in the program as such, except that you sit in on everything ex officio.
Personnel Committee Chairman, 1975-76

Heard: The other big thing that I did—I always seem to get these assignments that are controversial. I was chairman of the personnel committee, and a year ago Phoebe asked me to do individual interviews of every member of the staff.

Morris: That's quite an undertaking.

Heard: Well, believe me, it turned out to be. Because you find out all the pros and cons of their job, of their interrelationships, of this, that, and the other thing, and the salary schedules and so forth. So I went through that. I'm still on the personnel committee.

Morris: Did you as an individual interview each person?

Heard: Yes, I personally, without anyone else around—one to one. Then I made an expurgated report to the personnel committee.

Morris: Of each interview?

Heard: Of the total findings, and not necessarily of personal comments or anything. Then I had a meeting with the whole staff and told them what I had said to the personnel committee. So they knew everything I had said, and I showed them a copy of the report.

Morris: What were the findings that made it controversial?

Heard: Well, there were certain interrelationships. Some people they thought welched on their job or had better client relationships than others—just little things, because when there's a rush in that place it can get awfully tight—or if volunteers don't do what you expect them to do or if they fail to come when they've said they will. It's the same thing in any organization where you have too small a staff for the size of the job and too many volunteers who may or may not take it that seriously.

It's an awfully big job to arrange all these things. Just for forty Eisenhowers isn't much, but suppose you get a group--

Morris: There were eighty Swedes, weren't there?

Heard: Yes, something like that. Or when the AID group comes, or everybody wants home hospitality. It's really a lot of work, and then they have to call four or five people before they get one who will do, or is free, or is even interested.
Morris: I wonder about the staff in general. Do most of them come from professional training or are they, like Mrs. Galgiani, just very knowledgable?

Heard: Oh, no--most of them are more professionally trained. They've had jobs similar, they've done a lot of travels themselves. They're not paid adequately, for sure. I would say, except for Monica, who was the staff secretary and who's left and gone back to school (she hadn't finished), that they are all college graduates to begin with, who probably come from, if not very affluent, at least affluent backgrounds. They're used to meeting people of the caliber we get.

Morris: In their own personal lives?

Heard: Yes, so they're not overcome by an ambassador from Iran, for instance. No, I think they're a very good staff. The World Affairs has to be the same, pretty much. We depend an awful lot on kids who've gotten out of college and are probably waiting to get married and just need a job. They don't get paid much either--I mean adequately.

Morris: So that the supporting staff doesn't tend to stay very long?

Heard: Of the people that were there when I did this study, three are gone: Bunny was offered a job in New York, Monica went back to school, and a third girl left also. But Lucille, who is the associate administrator, is still there.

Morris: Did the personnel committee have some concerns about staff morale and effectiveness that led to these interviews?

Heard: I think Phoebe initiated this. I said, "At Mrs. Galgiani's suggestion, the personnel committee chairman had personal interviews with each member of the staff. Interviews were frank discussions of the program of the center, satisfactions or problems relating to each staff member's reaction to her job, interstaff relationships, comments on the structure of the center, ideas about their relationship to each other and to the board." For example, one thing that came up was that they felt that they didn't know the board members, and if they never came to a board meeting, they never got acquainted. Well, you know, you and me and the YWCA, we're used to teamwork. So we had some comments about that.

We added birthdays to their vacations; we recommended regular meetings of the staff and salary increases of ten percent across the board; and that the center adopt the requirement of a periodic staff performance review to be done annually. We corrected up some
Heard: forms, and had a copy of their evaluations given to the staff member, which is what we do in most organizations. We pay social security and state unemployment.

Morris: So some of these were things that Mrs. Galgiani had been wanting to do for the staff anyway?

Heard: Yes, but I don't think Phoebe was as committed to having a regular evaluation and giving one to a staff member as she is now since we cracked down on that. Then we had rules for the personnel. The executive hires all the personnel except for herself, who is recommended by the president on the approval of the personnel committee.

Morris: The personnel committee finds the executive, rather than an ad hoc search committee?

Heard: I don't know who found Phoebe—how she came. I really don't know. I just know that after Isabel left, there she was. But it may have been a personnel committee at that time—I wasn't on it, as far as I can remember. But I don't know whether it will be the personnel committee this time that will be asked to do it, or whether we will have a search committee, which is what we have at the hospital now for Dave Hanaman's job. I have to go to a meeting tomorrow night. That, I think, has to be decided.

But at least we now have a system of evaluations, and rules about vacations, and what days are off, and sick leave, and other leave—if somebody dies in your family the executive can approve leave.

Morris: That's a pretty thorough workup of the whole personnel policies I would think.

Heard: Oh, yes.

Morris: That's a marvelous report. The date on that is December '75. It took you a whole year to work this through?

Heard: No, it didn't take that long. This is December—we started about in the fall of '75.

Morris: Going back to the changes the previous year in the board terms—when you've got a situation where somebody serves as president for three or four years, does that leave a vacuum that makes it harder to find somebody to come on as president?

Heard: Ellie's been trying to get out, so now Mr. Henley is going to be the president. Here are the people whose term expired in '75 and
Heard: '76 when we first made this report. You can see how long they had been there.

Morris: [Reading] '54, '57, another '57, and then a few in the sixties: '64, '66.

Heard: You see, they'd been there quite awhile. And those that went off when I did in '76—look how long they'd been there.

Morris: Here is Mrs. Wallace, and Judge Weigel who just came on shortly after you, and Marshall Kempner, the founder. How did he feel about going off the board?

Heard: He was for this. He's back on, I guess, now. Mrs. Kempner, Charlotte, has been on the board, too. I'm not sure if she's on now or not. But you can see why this was a great idea. I was looking at the present board list, and heavens, I don't know an awful lot of the people.

Morris: So that little by little there are new people coming in?

Heard: Oh, my goodness, yes. I would say that out of the forty-five there must be at least ten people whose names I didn't know. So it's quite a bit. Mrs. Guggenheim's term expires in 1977—that's too bad. And Mrs. Holton goes off this year [1975]. Mrs. Ward Duffy—she's our secretary. Mrs. Crary, Huxburg, Houseton—Dave Houseton, who used to be head of IIE—John Newcomb, George Otto. Mrs. Pickford—she's membership chairman—has been renominated for another board term.

Morris: So she's been renominated for a new three year term?

Heard: Yes.

Morris: It sounds as if you don't have much problem with people resigning disaffected by policy or programs.

Heard: No, I don't think so.

I guess I covered the personnel committee '75-'76. It's Mr. Pease from United Airlines that's the chairman. We had a whole bunch of questions about how we raise money.
Annual Meetings

Heard: Well, I'll go to the other little stunts that I've been involved in [laughs]. I've been chairman of the annual meeting two or three times. This year's our 25th anniversary, and it's the first time I haven't been involved for a long time. I will just go there and be welcomed as a new returning board member.

Morris: How nice.

Heard: Won't that be nice? But three different times I've been chairman of the program at the annual meeting. We have a lot of business that has to be done, like elections and adoption of the budget.

Morris: Voting on the new board?

Heard: Voting on the board. Officers are elected by the board, but the membership elects the board.

Morris: So protocol permits you to be at the annual meeting where they're reelecting you?

Heard: Anybody who's a member can go to an annual meeting. Oh, yes, we have lots of people who come—at least I hope we have a big crowd. We usually have about two hundred people or so. It's at the Fireman's Fund. We have been able to do this ever since Mr. Niggeman was on our board. We have a hospitality hour first, and then we have all the business, and then we have a program.

Last year our speaker was the director of the center from Los Angeles, who was somewhat disappointing. But once or twice in this period of time we have arranged a wittier program, and one of these was in 1973.

In '73 we had three volunteers speak—the program was called "I am an IHC volunteer." Mr. Richard Ferguson, a business analyst for Levi Strauss, was one, and he said he enjoyed taking people on walking tours. He's a single man, and one of the benefits he felt was the breaking down of his insularity. [Reading] "He'd enjoyed the sheer pleasure of taking people to Muir Woods, crossing the bridge on a foggy day, and of getting to know these people and their countries—which inspired an interest in going there."

Then there was Mrs. Greenhoot, who was a teacher in one of the schools in San Francisco in the fourth grade. She entertained people a great deal in her home and is one of the active home dinner people. I don't think she does overnight hospitality, but she
Heard: invites people to dinner and so forth. She said that every time she has a foreign guest she has her students look up where this country is, something about the country, and so forth, and then she tells them about the experience that she's had. She had just had guests from Australia and New Zealand. At this program she brought two of her students, and these little kids—it really was an absolutely howling experience, because the girl who reported on New Zealand said, "It's a little country and it has people who do primitive dances and they sing a lot and have beautiful scenery and high mountains." That's about what she said.

Morris: Oh, that's marvelous.

Heard: Then the boy said, about Australia, "It's a very big country, much bigger than New Zealand, and they have people that are savages."

Morris: Oh, my goodness.

Heard: Well, really, you know, it was absolutely screaming to hear what they had looked up and what they had come out with, being so far from what you would expect even from a fourth grade student. But the fact that she sparked their interest like this was really very interesting.

The third volunteer was Mr. Grunigen—this is quite interesting—who had two teenagers. He also invites foreign guests to dinners in the house, and he said some of these experiences had been more successful than others. He said some people were interested in politics, some had a good sense of humor, others were very quiet—each a different experience. They had one guest from Pakistan, right at the time of their recent war, who did not talk much. He had brought his own small prayer rug, although he said their rug would have been fine, and they found him in prayer before their fireplace. So you really have to be prepared for all kinds of things.

Morris: Which other people take for granted.

Heard: Yes. The biggest program that we did, which was a couple of years ago—it must have been '74—was based around the experiences that volunteers have in entertaining foreign guests. Bernice Behrens was on the program, and she talked about what happens when the State Department suddenly gets information that a hundred people will be on the six o'clock plane. What do you do?

Then she told very amusing experiences of taking some people shopping. She took a Shah and his wife to Gump's and they practically bought out the store. All kinds of things like this,
Heard: and what she has to do to meet the whims and the desires (often whims, sometimes desires), the language difficulties, the expectations of somebody because she's in the State Department.

Thai names are very long, and Bunny Hinckley gave absolutely killing illustrations with a chart, filling these out to show how you would pronounce this, how you would divide this up, so you could be intelligent about communicating with this person when he or she arrived. That was really amusing.

We dramatized it with Nancy Pickford, the membership chairman, being on a telephone, and taking calls coming in from people. For instance, the Thai person was trying to give his or her name to Mrs. Pickford. She was trying to get it down, and, of course, she couldn't do this.

One program was on home visits, and it had to do with the ideas that this person ran into about pets in the home and the food that they had and so forth. We collected these from a variety of experiences.

Morris: This is from the visitor's point of view?

Heard: Yes, the point of view that the volunteers got from the visitor; these were our members who were relating the experiences that they had vis-a-vis the visitors' reactions to pets. Some of them were terrified of dogs or cats, or if the children had a hamster or something like this, or fish in a bowl or something. We tried to make all of these very amusing, which they were.

Which reminds me of that experience we had with a group of people who were at the UN. We had about five people to dinner, and I had put on what I thought was a very beautiful dinner and had a large roast beef. It turned out that one of the boys from Hungary was a vegetarian. These were all people who were over here studying in foreign service at the UN, and the Ford Foundation picked up the tab to send them across the country before they went back home. So I had five of them for the whole day. They kept after me: "Is this a castle? Is this a castle?"—every place we went, like the Claremont Hotel. When they came to our house: "Is this a castle?" I said, "No, this is not a castle. It is just a very large house."

And, of course, we never talked about communism because all of them were communists—or he and a couple of others were from communist countries. But as they were leaving, he put his hand on my arm and said, "I just wanted you to know that you're the nicest capitalist I've ever met."
At one program we had, Janet Fleishhacker had this absolutely amusing talk about requests that people wanted. For instance, the first thing one woman wanted to see when she came to America was oranges—where they grow oranges. Well, Janet explained that that was quite a little distance from here. She also wanted to see the falls in Yosemite. All of her ideas, in other words, arranged around the fact that you could get into a car and in a half a day's time you could see all of these kinds of things that she wanted to see. We call that "impossible requests." Then we could point out that we have a chain of service, and that this person was going to Los Angeles and she could from there be taken—oh, Disneyland; she wanted to see Disneyland, too. You could be taken to Disneyland, you could see oranges growing. Yosemite would be difficult but if you wanted to stop off in Fresno there was a way that that could be done, too. That was really interesting.

Then Bill Hoskins, who is a Negro, took a person to a poverty area, and told of their reactions to the fact that not everybody in America is affluent and the streets are not paved with gold. So we tried to cover quite a variety of experiences and the kind of things that volunteers might find themselves exposed to.

The range of things that might happen there.

Yes, but to be amusing about it. This really was a great program. It was really fun.

It sounds like an opportunity to use your own skill in the theater.

That's right—my dramatic ability. That was fun to do, and we rehearsed and we did a lot of work on that program.

I can believe it. It's a very nice idea.

I've had fun in that organization, so I really don't mind going back on it. That's about all I have to say.

Next time we should go across the bay to I House.

I don't think I have an awful lot to say about I House, other than the problem of raising money for it in the Centennial, because that was the main thing I was involved in.

I found the material you gave me quite interesting in terms of setting up that kind of campaign, and the fact that it looks like you were on the management committee.
Heard: Of the Centennial—that's right.

Morris: So you were related to the whole Centennial.

Heard: That's right.

Morris: It also looks like it was a tremendous amount of work. I sense a frantic tone from Claire Wisecarver's notes.

Heard: Oh, yes. Claire Matlock is a good person to talk to, too.

Morris: Is she still on I House?

Heard: She's now on the board, and she's chairman of the development committee. She wanted me to come back on, and I told her, "No way would you ever get me back on that. I'm already raising money for the University."

[end of tape 27, side 2]
Before we start on I House, there's this chart of Roy Sorenson's. He was chairman in the 1960 White House Conference of the discussion groups—I was the discussion leader of one of them. He put this out for us, because he could wander all over the place. He had so many people in each group from different parts of the country and different experiences and so forth.

I have found this a very useful piece of paper—that you don't do experiential reporting, which is what everybody wants to do. They want to tell you some explicit or definite experience they've had as an illustration of a point.

So he defines it as a clear task?

Yes, of what you're supposed to do in a group like that, or any group. I think that's a very helpful piece of material, so if you want to copy that—

I would. That's an interesting way that it's laid out, too.

Sure, well, that's Roy.

Was he big on this kind of visual presentation?

I don't recall that he used visual material, but he could make it visual by the way he expressed his ideas.

But this we could give out, because he wasn't in every group. He gave these out, I guess, just to us discussion leaders as a guide. We had a training meeting before the discussion groups met. This is where I probably got that.
NOT THIS

- FURTHER DATA GATHERING.
- EXPERIENCE RECITATION.
- GENERAL DISCUSSION.
- PRESSING FOR DETAILED RECOMMENDATIONS ABOUT EVERYTHING.

BUT THIS

- IDENTIFICATION OF THE SALIENT, EMERGENT, CRITICAL, IMPORTANT ASPECTS.
- DRAFTING OF FINDINGS AND RECOMMENDATIONS CONCERNING THEM.
- TESTING AND REGISTERING CONSENSUS AND DIVISIONS.
Heard: Then, also, another little document I have, and I don't know whether this interests you or not, probably not—but my sister is chairman of the training committee and I don't know what else for the Volunteer Bureau in Los Angeles. A couple of years ago I was gathering up material, and she sent me a copy of this "The How-to Workbook for Volunteer Trainers" which she helped write*. You might want to look at it.

Morris: Great.

Heard: I hope you've got lots of questions. I went over all this material and I don't know how much you took out or want.

Morris: This pile I brought back to you was what I thought should go into the archives. It's one set of the printed materials, and then it's the correspondence and notes that were in your file.

Heard: I must have gone on the I House board in 1965, because I went off in '71 and it's a six year term. So I was still getting around feebly, evidently, in '65 when I went on. I remember Mrs. Schuman taking me and helping me up in the elevator.

Morris: Had you gone off a number of boards and cleared the decks when you were ill, or did you take a leave of absence from the other things that you were doing?

Heard: The only thing that I went off of was National YWCA, and that was because I rotated off then, too. Then in 1965 I became an honorary member. You had to be off a year. No, I didn't go off of other things. I just was inactive, I guess. And, of course, a number of things that I've done since weren't even in existence then, like Comp Health.

Morris: How did you decide to go on the I House board if you were still not feeling all that well?

Heard: Mrs. Schuman was then our next-door neighbor, and I presume that she indicated that it wasn't all that tremendous a job.

Morris: Had she been on that board?

*In Heard papers in The Bancroft Library.
Heard: Yes, she was on that board. She could take me, and she had a chauffeur. Of course we've long been interested in foreign things, and it just seemed like a good idea. Well, I never bargained when I went on that board that I was going to end up being chairman of the development committee. That's for certain. But I learned an awful lot in that business, and it's been very helpful to me since in any other money-raising thing.

Morris: The letterheads for '65 show Roger Heyns as president of the I House board.

Heard: He was chancellor then. The chancellor's always the chairman of the board. So Al Bowker is now.

Morris: How did that come about?

Heard: I don't know. When I first came on the board Ed Strong was the chairman. But he left quite soon after, because Roger came at the time of the Centennial.

Morris: I think he came in October of '64.

Heard: Oh, he came then. It seems to me that Ed Strong was presiding at one or two board meetings in--well, that can't be right.

Morris: Let me check it. It may be '65.

Heard: Anyway, Roger was the chairman. He was really fun to work with. I think everybody enjoyed that man. And, of course, the Centennial just made him, because it gave him automatic openings into the business world in the whole state, but particularly in the Bay Area. So that when the Centennial committee developed, he was really made acquainted immediately with everybody that had outreach—I guess is a good word to use—in the business and corporate community.

I told you that there were just three women on that committee: Ella Hagar, and Jane Mock from Los Angeles, and me. All three of us are Berkeley Fellows, too.

Morris: I House is not officially a part of the University, am I right?

Heard: It is and it isn't. It was a gift of the Rockefeller Foundation—the Rockefellers—which also has given the I House in New York and the I House in Chicago. Those, as far as I know, are the only three. The Rockefellers have supported I House a good deal.

Morris: They've continued their support in addition to the original gift?
Heard: Yes. The House was built in 1929, and that was a Rockefeller gift. It was done, I guess, because they recognized this as a center of foreign students. I have down here that David Rockefeller recently gave another gift which covered a lot of the obsolescence of the house. I think it was before the Centennial, because Russell Smith was the one who negotiated this. As you may have noticed in here, we were going to have a corporate luncheon, and David Rockefeller had promised that he would come out and be the speaker. Well, that fell through, and I don't remember whether we actually had the corporate luncheon meeting or not.

Morris: I was wondering about that, because I didn't find any further correspondence.

Heard: I don't know. You'd have to ask Claire. In 1968 I House had, and she was in on the staff, an oral history project.

Morris: She was Claire Wisecarver then?

Heard: Yes. Now, I don't know what the purpose of that oral history project was. That must have a lot of the information.

Morris: We interviewed the founding director*--

Heard: Allen Blaisdell?

Morris: Yes, and Harry Edmonds.**

Heard: Was that Sherry?

Morris: No, that was before Sherry. I have forgotten his name.

Heard: Of course, we knew Allen very well, because Allen and his wife were also in the World Affairs discussion group at our house for years.

Morris: It sounds as if going on the I House board may have been the first really major involvement that you and Bartlett had with the University.

*Foreign Students and the Berkeley International House, Regional Oral History Office, 1967, and

**The Founding of the International House Movement, 1971
Heard: That's right. Now here's the agenda for a meeting in 1968, and I see that Sherry Warrick was there. Morty Fleishhacker was chairman of the finance committee, I was chairman of the development committee, Georgianna Stevens was chairman of the program committee, and Louis Heilbron was chairman of an ad hoc committee. Claire reported, but she was a staff person, on the oral history project, and then there was the executive director's report.

Foreign Student Programs and Friendships

Heard: One of the big things that we argued about at some length during that period was the student proposal to revise the student constitution. They wanted all kinds of things changed. They wanted --and we did effectuate this--to have representatives on the board who could come to the meetings, and did. They wanted to set up regular meetings with the staff and to liberalize quite a lot of the ideas around the House.

I think it was a little later than that period that we got into the other discussion about the uprising from the women who were jealous of the fact that the men had the top floor and had the view out over the Bay. They wanted to have the top floor remodeled for coeducational use, which meant that all of the laboratory facilities had to be changed, because they were only made for men.

Morris: And did you do that?

Heard: That was still going on when I went off the board, I think. I really don't know. I assume it was. And then you'll note that one of the objectives of the development committee that we had was to have lounges. This was a big thing in the students' minds. They wanted places where they could gather in little groups on the living floors.

Morris: Before then there had been nothing except on the lower floors?

Heard: Nothing, as far as I know, or at least if there were any, they were inadequate. There was no room for them to have bull sessions. So that was high on their list. I think they were beginning to feel--well, the sixties were when the student movement was very active.

Morris: That's true. It sounds as if the I House students were a little bit ahead of the campus as a whole in wanting a say in how I House was run and that sort of thing.
Heard: They didn't want to be on everything. No, I'm not sure that they wanted to help run the place. They only wanted certain objectives of theirs for reorganization of—not the program, but the living arrangements it largely was, which had to do especially with lounges and coeducational approach, enlarging a student committee which they had, regular meetings with the director, access to the board, and this kind of business. So it wasn't really an uprising; it was just a firm statement of what they wanted, which we did listen to.

Georgianna, as chairman of the program committee, was involved in a lot of that. I was really not, except as a board member, involved in those discussions, although I remember attending one or two. I think when Georgianna's term expired, Mrs. William Orrick became chairman of the house committee.

Morris: Her husband's now a judge.

Heard: Bill is Brad's age—yes, they knew each other. I think that she's still on the board; I'm not sure, but I haven't heard that she isn't.

Under the finance committee, we were having to go through in that period the whole business of bringing the building up to date. Not necessarily earthquake, although we did discuss that at some great length, and it's sitting right on the fault so it's pretty vulnerable—but what kind of insurance we ought to carry because of that. We had long discussions, Morty and Russell Smith and some of the other men, about that, and also what we did about the fire and safety equipment, which we approved. We had a timetable for a new elevator system. And then the use of the Centennial funds, which came out of both the development committee and the program committee, making a list of the things we wanted to do with whatever funds we raised.

Morris: Do you remember how the Centennial idea developed?

Heard: You mean of the University itself?

Morris: Yes, and then the I House's piece of it.

Heard: Well, I think this is true, that they assigned out to components, sections of the total goal of the Centennial. We were given a goal of $335,000. Well, the projects as I went over them added up to more than that. The other thing that we had to do in the development committee, of course, was to clear with the Centennial committee on whom we could approach, because we had members on our board like Nils Eklund and Sherm Sibley, PG&E, who were approached both by the University and as members of our board. We had a long hassle over whether we could claim a portion of the gift made by
Heard: members of corporations who were on our board, or if members of our board got those contributions.

This was kind of a sticky business, because naturally the University was concerned to meet the total goal.

Morris: How did you work that particular one out?

Heard: Oh, we had some puts and takes, compromises, and so forth.

[Reading] "The program of International House is what makes the house unique." That's true. It was, and I presume it still is, designed for graduate students, half of whom were to be foreign and half graduate students from the University. We had room in I House, when I was on the board, for 545 residents.

Morris: That's quite a lot.

Heard: Yes, and these represented sixty-five countries. Every foreign student on the campus was invited, and I'm not sure they weren't given a membership card in I House, so that they could come to activities and participate if they wanted to, or eat in the cafeteria, or that sort of thing.

Morris: What percentage of the foreign students on campus did actually live at I House?

Heard: Half of 545--250 we'll say off hand were foreign students.

Morris: How many more foreign students were there then?

Heard: Well, there were 2,700 on the campus, but not all of them were graduates. I think that they tried to have the foreign students mostly graduates. Although Edel lived at I House before she came to live with us, and I don't think she was a graduate student at that time. She also worked part-time at I House.

Morris: How were the American students selected for residence in I House?

Heard: I don't know. They applied, and there must have been a screening process on the part of the staff at I House.

Morris: Would they be primarily students in foreign languages or foreign affairs?

Heard: No, a lot of the students that we knew were in engineering.

Morris: Now, that's interesting.
Heard: Mike was in engineering, and Sam Haddad, who's vice-president of Bechtel now, was in engineering, and Issa, who has a big job down in Dallas, was in engineering. We knew quite a lot, maybe fifteen, of the Arab students, and almost all of them, I think, were in technical things.

Morris: These were the foreign students?

Heard: Yes.

Morris: I was thinking about it the other way around, too. What kind of American students would tend to live at I House?

Heard: Oh, I think a big cross section, because whenever the board had a dinner we usually had students from I House come and either give little talks or entertain. There was one American boy I remember who played the guitar marvelously and sang. I would think it was a pretty representative group.

I was on the scholarship committee one year with Dean Elberg. Certainly there was no given pattern for the kind of people who applied for scholarship help, except that they needed the money.

Morris: So that maybe I House was looking for a cross section of Americans for the foreign students to get to know?

Heard: Oh, yes, and there were both men and women.

One of the things they used to say to us, some of the students whom we got to know well, was how very difficult it is to get past the "Hi, how are you?" level. That's why the program was developed--to make conversations and acquaintances at deeper levels possible. That's why the students wanted these lounges, so they could talk. The field trips to business concerns all over this Northern California were part of the program too.

We had programs to advance each member's knowledge of other cultures and nations. There were program nights, for instance, at which students from various backgrounds put on the program, and everybody was supposed to come to that. I know that Bartlett and I went to several.

You see, they're all pretty busy. Of course, everybody spoke English, but some of them better than others. That Korean boy who lived with us, for instance, had a real language difficulty. It took him, I would say, a couple of hours to do what a more linguistically-equipped person could do in an hour. So many of them really had to work very hard. They didn't have too much time for frivolity or getting past the "Hi, I'm glad to know you" level.
Heard: But that was an objective, of course, and for those that did have the time and wanted it, it was one of the things that they felt was lacking--opportunities that were at a small group level.

They got to know, of course, their own foreign group, because they had their own meetings. I know the student council was made up of representatives from various geographic sections of the world, and that's spelled out in the setup of I House.

Morris: So you couldn't have a Western European block running the student council sort of thing?

Heard: No, no--you had a representative group from the I House community from various parts of the world.

Morris: How did you and your husband come to take some of the kids into your home?

Heard: The reason we started it was in 1949 when the British devalued the pound. Brad was at Harvard and Helen was married--she had been since 1948. So we were living in that huge house, and we thought that the least we could do would be to offer hospitality to a foreign student. And then I was going to go to Europe--I didn't go till 1950, but this was in the works. I think I was being approached or something or maybe I was still on the World Council and trotting around.

The first person that was recommended to us from I House was a man from South Africa. A white person, but from South Africa. Later, by combining his assets with three other men's they were able to get an apartment and manage. The next person that was recommended to us was Mike. When we were called about him (I think I mentioned this to you), they said, "We have what we consider one of the choicest students we've ever had at I House. He's a Christian Arab from Bethlehem." I said, "Well, I've never known a Christian Arab from Bethlehem, but sure."

So Mike came, and he lived with us for five years. If he'd been born in our family, he could never have fitted better.

Morris: Isn't that nice when it works out that way?

Heard: Oh, yes, and we're still deeply involved. In fact, Mr. Tryon, who is an associate of Bartlett's, went down to Los Angeles yesterday to talk to Tony, Mike's brother, who is going back to Saudi Arabia on some property business we thought he might find a client for. We know the whole family, and have been very close to them over the years.
Morris: What's their last name?

Heard: Bandak. They come from a very privileged family in the Far East. One relative was mayor of Jerusalem, another was ambassador to Portugal. They had a good deal of wealth, but that was just cut off when you couldn't get it from home.

Morris: Were there many families like you and Bartlett who took in foreign students during those years?

Heard: I think there must have been several, and who still do, for that matter. Krafty Fletcher always has a boy from Thailand, or has for as long as I can recall, up at Tahoe.

Which reminds me, Ben Sanchez, our Eisenhower Fellow friend from the Philippines, was here last week for three days. Maybe I told you about this last Thursday.

Morris: You mentioned that he was here.

Heard: Anyway, we went over to the club for dinner. I was a little nervous about this, because there's such an anti feeling around this area. While Ben is certainly not a Negro, he is dark, but he's six feet two inches tall, so that makes some difference. I took Barbara and the two girls. They have a new food director over there, or food hostess in the dining room, and instead of waitresses now they seem to have men in the dining room. And who should turn up as waiters but two Filipino graduate students--when they saw Ben it was old home week.

Morris: They knew each other.

Heard: No, they didn't know each other, but they recognized each other immediately, and much chatter in Filipino. I think the hostess got a little bit annoyed, because they were obviously more interested in our table than they were in doing their job. But it was great. I understood them to be graduate students. There's a Philippine fraternity on the campus which supplies the doormen for the club. The boys rotate their hours so that they can cover it.

Morris: In other words, the fraternity makes the arrangements so that there is a doorman at the club all the time?

Heard: Yes.

Morris: What a good idea.
Heard: It's really very nice. Although they looked much more Filipino than these two boys did, who were much taller—I guess they had more orange juice or something.

Morris: It sounds like you did have quite a lot of contact with the students at I House, in addition to the work of the board.

Heard: Oh, yes, particularly with the Arab group, because they came to our house a lot. And Mike was quite free to invite them.

Morris: It was because of Mike—it wasn't any particular interest you'd had before in the Arab countries?

Heard: No, not in that area. In fact, I knew nothing about the Arab world. But because of Mike we got to know an awful lot of them. Most of them are extremely successful and, unfortunately for that part of the world, most of them still live in the United States. Because there was a condition on the part of Arabian employers that even though you were a United States citizen, if you were an Arab you had to go on the Arab payroll.

Morris: At Arab wage level?

Heard: Yes, and that's why Mike didn't go back, nor these other men whose names I've mentioned. Sam Haddad—I went to visit his mother when I was in Jerusalem and she was moaning about the fact that he didn't come home.

Morris: I can believe that.

Heard: He's a vice-president in Bechtel now. Why should he go back there? The only reason Tony is considering going back is because he's offered a partnership in a big Arab company and they want him to head up the construction end of it. So he gets cut in on a percentage, not a salary. I think things are changing, of course, since that time, too, but when Mike got out of college that was the situation.
Constitutional Revision and Student Involvement

Heard: Now, let's see. The things that we were trying to raise money for were, of course, related to the I House needs.

Morris: These were continuing kinds of needs, not just projects that were thought up because of the Centennial?

Heard: Well, they grew out of the fact that we needed these all the time, but we had to identify.

I think before I go to that, I still have here "The Ad Hoc Committee to Study the Proposed Revision of the Student Council Constitution." Well, you know about that, and it can go in the file. They had three or four objectives: [reading] "That the student council be authorized to select from its own membership each year three students who would attend the meetings of the board of directors in the capacity of nonvoting observers, and who would be presented with opportunities to express their opinions. That the student council be authorized to designate from its membership representatives who might serve as non-board members of the operating committees, and that this be undertaken on the basis of one student participant per board committee." On the development committee they weren't very helpful [laughs], because they all needed help themselves.

Morris: You did have some on the development committee?

Heard: I had one. Every committee did. The operating committees which we're talking about would be program, house, residence and membership, fellowships and scholarships, development, and finance.

Morris: Did anybody on the board find unusual or objectionable the request from the students to take a greater role?

Heard: I think a few of the men who'd never been through this business did. Of course, most of the women who'd come up through the social service field thought, "Well, why not? Why have they waited all this long?"

They couldn't participate in all of the finance committee meetings; its meetings would not be open to non-board members. And "Students should not be authorized to attend meetings of the nominations committee." Nor could they present motions at board meetings. And they had some serious questions about the authority of the executive director: "That needs further study and revision."
Morris: The students had questions about the executive director?

Heard: Yes. For instance, they wanted: "Decisions of the council which are considered binding until vetoed by the executive director have the effect of removing the joint responsibility of the executive director and the students for decision-making. Requiring the executive director to explain vetoes in writing tends to place the executive director in a consistently negative role and takes from him the opportunity for more personal handling of problem situations." Oh, we had loads of discussion about that.

"It's unrealistic to assume that the schedule of board members can be fixed so as to meet the requirements of the student council." And the conclusion was, "That these matters be discussed fully by the board. That student representatives be invited to attend the final minutes of the board meeting to learn the board's conclusions. That the student representatives be informed by the presiding officer as to what the board considers to be agreeable. That is, to let the students know the board's feeling and thus refer the matter back to the students for review as to what the students can expect. The objective would not be to tell the students what shall happen, but rather what in the board's opinion would be possible." Which was really good.

Well, you see, we had Louis Heilbron.

Morris: That which you were just summarizing is the report of the discussion of the board committee?

Heard: Ad hoc, yes. And here's all the agenda for that meeting, and the proposals for resolving conflict or differences of opinion between the student council and the executive director. Also we raised questions about such things as: "Is it clear that all amendments to the student constitution must meet with the final approval of the board? Does the student council actually become a body of student self-government as a result of the adoption of this new constitution?"

Morris: Were there some law students on that student council?

Heard: I think so. Because here's Chris Sander, who was president of the I House Council. I'm sure that he was in law, because he and Louis had good give and take.

Morris: Yes, it sounds like more than just the general student feeling of wishing some greater participation.

Heard: Yes. "Areas in which the council could share in decision-making under the new constitution" were "all the rules directly concerning
Heard: the life of the residents, such as rules concerning the different sections of the house—dining room hours, music and recreational rooms," and so forth. Then they wanted to get in on the hiring of the program assistants. And the outline of programs. "Opening the house to the campus community. Discussions. Representation in campus bodies. Meeting place for all foreign students. Facilitating discussion of world problems. Developing forms of political interaction. Making available resource materials. "Insight into long-term policies and economic planning of the house. Representation in relevant staff meetings." And also the right to call special staff meetings.

Morris: They'd really put a lot of time and thought into it.

Heard: "The new constitution is intended to be a small image of government by the people as we would like to see it in the world." So they were ahead of us on a world community. "We can lead the international community to democratic ideas only if the constitution of the house reflects participatory democracy." Doesn't that sound like good student work?

Morris: It does indeed. It sounds, as you said, way ahead of the student body as a whole.

Heard: This is quite interesting, too. Their comments on the purpose of International House, drawn up by the residents: "We, the residents of International House, are a unique group assembled from the people of all continents. The I House is our house in Berkeley. It should not only be our home, but also our intellectual forum and a multicultural crossroads, socially and morally stimulating to the international student community." That's quite a big objective, isn't it?

Morris: Certainly is.

Heard: "Our aim should not only be to provide a sleeping and eating place for foreign and American students, but also to stimulate international communication and cooperation, as well as to foster world brotherhood. Residents should become acquainted with all aspects of life in the U.S. and in other countries of the world. They should discuss these aspects both in a broad perspective and with respect to the problems confronting the people of their homelands." We should have had Roots in those days. In a small way, I suppose we did.

"We recognize the basic fact of an interdependent world and its significance to human welfare and peace, and believe we should facilitate the emergence and development of international leaders
Heard: out of the international elite assembled in International House."
And so on. It's really quite a document.

Morris: That's very impressive.

Heard: It is. The reasons for change--they've got all this in here.

Morris: Would Mr. Warrick have participated in working out these revisions with the students?

Heard: Well, sure. He sat in on these. And then they've got their own committees set up, and who's on them, what they're supposed to do, and their powers. Somebody in red ink has written in here, "Procedures for resolving conflicts." And participation, vacancies in meetings, bylaws, finance, and the rules of amendment. It's a really big document.

Sherry wrote us a letter in November of '68 in which he sent us this material. He said, "Last Friday there was a meeting of the ad hoc committee which had been appointed to study the I House Student Council's proposed constitutional revisions and recommendations, and recommendations from this committee will be presented for action on Monday." Then he sent us this material and that letter from Chris Sander, the president. "The student constitution which incorporates the proposed amendments"--those are what are underlined in red.

Morris: The proposed amendments?

Heard: Yes. I can't remember what all of those were now because those are ancient history; but the program was really built around trying to do these things. What did we have? The purposes--we've said that. The facilities and services: "Field trips to major industries, labor unions, banking institutions, local and state government, and cultural exhibits." And then they went to small towns in rural areas for a vintage festival, for instance, or a gold-mining tour.

They went to a Rotary Club weekend. And, "Invitations from American families for dinners, weekends, and holidays in American homes." They have a big list of people. I think Barbara and Brad--they were on. I don't know if Barbara still is or not. American families who are willing to have foreign students in their homes--I mean to come for dinners and so forth. I don't think they do weekends, but I think it's occasional things, like holidays.

One of the things we ran into--it's really very hard to get some of these students to go out to people's homes when they don't know them.
Morris: They're shy about Americans?

Heard: They're shy about it. I don't know whether that's been a successful program. That's one of the things you might ask Claire about when you see her—whether that home visits program is really as successful as we had hoped and had envisaged it to be.

Then, in addition, the Sunday night suppers are where they have these intercultural programs. And there were coffee hours, and serious discussions, often with featured speakers. Then nationality programs, when students from each region of the world would present a cultural evening pertaining to their country. Then they had intramural sports with individual and team play. They had music programs featuring record concerts, chamber music, and solo performances by talented students. And they had social activities such as social and folk dancing, dramatic presentations and films during the year.

So there was a wide, wide program of an effort, which, of course, is still the program: "Students not living at I House are invited to apply for non-resident membership, which entitles them to full participation in the program. The fee is $2.50 a quarter. Every student is given a non-resident membership free of charge during his first quarter."

Morris: So they did.

Heard: I knew there was a combination of some of those things.

Morris: So Sherry did not really object to these changes that the students proposed?

Heard: Well, I don't think the board did, either. But we needed to be sure that they were constitutional within the scope of the I House charter, and that they were things that we could do something about without remodeling the whole institution.

Oh, you were asking me about who operates it: "It's operated by an autonomous corporation, with certain residual rights according to the University." This is in 1969. "The fees were set at a figure which would cover all expenses except provision for replacement due to obsolescence."
Centennial Development Committee

Heard: In 1969 David Rockefeller gave a big gift which covered that obsolescence factor. But that didn't cover the things we wanted to do during the Centennial to continue to remodel, like the lounges, and the flooring of the patio, the library, and all of the things that are listed in here of what our project financing covered.

One of the things that I learned in this money-raising business is that you really do it best with project financing. Just saying the University of California is one thing, and I guess Regents get gifts without any particular designation more than any of the other units do, but one of the things that all of the programs cover is designation. In RGSA, the one I'm most familiar with of course, that a thousand dollar gift can be designated to half a dozen different things. I'm trying this year to promote the Chancellor's Fund, which gives the chancellor more leeway in what he can spend the money for.

For example, I could put in I House under my thousand dollars for RGSA, but I don't, because I give to I House independently. But a lot of people would cover I House, maybe the Kinsman's Fund, maybe the Cal-at-Washington or Cal-at-Sacramento. I just got a letter from Tom Blaisdell the other day appealing for help on the students in Washington project. I could cover that, but that limits too much--

Morris: In the one gift?

Heard: In the one gift you can spread it over a dozen things. For example, at one of the meetings we had, I singled out one of the RGSA members who is very interested in the Engineering School. Well then, it was whoever was dean of Engineering had told me something that surprised me—that the students in the Engineering School come, percentage-wise, from a lower economic background than many of the other graduate schools.

Morris: That is curious, isn't it?

Heard: So I said to this RGSA person, "Now, look what you could do—you could give six hundred dollars of your thousand to cover the costs of a scholarship for an engineering student. You'd still have four hundred dollars left. You could do this and this and this," and I went down a long list.
But it's very hard to sell something as intangible as the Chancellor's Fund, for example, which is what the Chancellor and I talked about. He really would like that built up, and I agree with him. We haven't got our computerized statistics yet, but I'll have a work session next week with Dave again and he'll have all these statistics. The average RGSA contribution is in excess of a thousand dollars.

One of the things that is true of the University now which makes it both nice and difficult is that the Chancellor's policy is that anyone who gives a gift of a thousand dollars is automatically an RGSA. So they may not really be interested in the major programs of the Robert Gordon Sproul Associates, which we usually list off, and some of them aren't really interested in being an RGSA associate, either. They are given the option of whether they want to have their name listed in the membership list or not. But they all seem to like going to the chancellor's house. We have two dinners scheduled in April. This has gotten to be such a big list now, we can't do it in one meeting.

Is that for the RGSA?

Members and their spouses. So it's a really big, big list. A lot of them are new members, whom we cultivate assiduously, and they get a kick out of going. Some of the people who've been around a long time don't find this quite as unusual, or really as fulfilling, as when it was smaller and you could have conversation, and the chancellor made a report and there was a question and answer period and so forth.

Now for the Berkeley Fellows, which meets on the 24th, in the invitation this time the Chancellor indicates that he is going to make a report on the state of the University and that there will be time for discussion.

That's a smaller group.

That's a hundred, and no spouses are included. I'm sure that everybody on that Berkeley Fellows is a contributor to the University, some of them at pretty high levels. You take people like the Bechtels, and the Haas family. Ellie Heller's going to be made a Fellow this month. People like that are long-time large contributors to the University.

The Berkeley Fellows were invited, weren't they?
Heard: By the Centennial originally. I remember Ellie and I both got our certificates—which I think I showed you, on the same day at a luncheon in the Student Union. Yes, it is an award.

Morris: That's a permanent group of a hundred?

Heard: The Berkeley Fellows is a permanent group of a hundred, and when anyone dies off, as happens in that size of a group and that age group—that's why we're having four new members this time. Last time, I think, we had about four. John Gardner was made a Fellow a year ago. It came out of the Centennial, really, as a recognition, I think, for the people who worked hard in raising the money.

Morris: Somebody like John Gardner, for instance—that would be a recognition of his service to the University?

Heard: Of his current accomplishments. Or Chris Markey, for instance, who's the youngest judge in California.

Morris: So it's a recognition of accomplishment?

Heard: Yes. It has nothing to do now with the Centennial, nor do you have to be an alumnus of the University. This is what they call an honorific society—I'd never heard that word until recently. But it now includes persons who are distinguished, and who don't necessarily live in California.

Morris: Would this have been one of Roger Heyns' ideas?

Heard: George Stewart really initiated this idea, but Roger went along with it, obviously. I don't really know just who else was involved in it, but George Stewart was the author of it. Now Wakefield Taylor is the chairman of the membership committee. George is not at all well.

Morris: Was Mr. Stewart very active in the whole Centennial planning?

Heard: I never ran across him. He wasn't on the Centennial management committee. He may have been in other aspects of it—I don't know. They have so many committees in that place, and people running all over doing projects. I guess he was very active in The Bancroft Library, wasn't he?

Morris: Yes, they also have a Friends of The Bancroft Library.

Heard: I know—Bartlett belongs to it.

[end tape 28, side 1; begin tape 28, side 2]
Morris: There are a couple of items in this folder on I House relating to the People's Park and other student disturbances in '68 and '69.

Heard: Yes, Newhall's letter.

Morris: I was curious as to whether those student disturbances had an impact on Centennial fund-raising?

Heard: I don't remember that the student business was still going on in '69 when Newhall made this speech. Wasn't People's Park earlier?

Morris: No, May '69 was People's Park. In '68—that's generally referred to as the Third World—

Heard: Minority student uprising.

Morris: Concern for ethnic studies of one sort and another.

Heard: Yes. I don't know—I presume that it must have. It's not unlikely that all of this student struggle for revision of their I House constitution was part of that unrest that permeated the campus. But I don't remember that we had any indignation meetings or anything at I House.

Morris: What about the Centennial management committee campuswide, of which you were also a member? Did that committee have any discussion of the effect of student uprisings on Centennial fund-raising overall?

Heard: Oh, there's always something that will affect the fund-raising. For instance, a person whom I will not name turned me down on an RGSA membership because we had Ted Kennedy speak at Charter Day. You always run into things like this. Sometimes I think they're mostly excuses for not giving—they manufacture an idea. There was a lot of resistance to giving during that period. But it also was an added inducement—let's get things straightened out.

Morris: Now that's interesting. Is there any kind of rule of thumb as to the kinds of people it was an added inducement to?

Heard: I think the loyal old-timers. For instance, the people who were on the management committee—I don't think that they were fazed by that. They were disturbed; they were unhappy. It was a thing we recognized as having an impact, but it didn't deter us from going out and raising the money that was needed. You could always say that the reason we're getting this unrest is because you can't do these things; we need money for them. Certainly for the whole minority program, which has fallen by the wayside now—you don't
Heard: even hear of that anymore. But that was very important to those kids at that time. You probably read in Herb Caen this morning: "Where are all those unwashed hippies? We need them now."

[Laughs]

Morris: Now that we're short of water. Oh, dear.

I understand that Roger Heyns was brought in as chancellor as a result of the Free Speech Movement.

Heard: When Strong was let out.

Morris: I wondered particularly what Heyns' strong points were that made him a good person for that time.

Heard: Didn't he come out of New York University?

Morris: Michigan.

Heard: Oh, Michigan—that's right. He was a big Michigan man. Did you notice that Flora Hewlett died yesterday? Of the Hewlett-Packard people. Roger's coming out to be head of their foundation. Soon, I think.

I suppose that there were two or three things that contributed to Roger Heyns' success. One was that he was a very outgoing, appealable, approachable person, and so was Esther. They really were charming socially. It was fun to be with them. It was fun to be on a board that Roger presided over, like I House, because he knew students and he knew how to handle a meeting.

Then in the management committee, of course, as I indicated earlier, getting acquainted with the group that made up that management committee just really accredited the whole University through him to the area, which facilitated the fund-raising immensely. People liked him; they wanted to help out. They loved going to the chancellor's house, as it was then called. They just were great.

He was very good—he never missed an I House board meeting.

Morris: That's remarkable.

Heard: I don't think Al does either.

Morris: In an institution the size of the University, that the chancellor can take the time to sit on another board—
Heard: Made it important. Yes, I don't think he ever missed a meeting. If he did, it was because there was something terribly important, which we all recognized. And I don't recall that we ever switched our meetings around, either. We had a board of very busy people, many of whom were also on the Centennial committee.

Morris: Did he have some particular directions that he thought the Centennial should go in, in terms of what he wanted to do?

Heard: No, there was a big list of the things that we wanted money for, just as we had for I House. We had to identify the projects, that's why we had a list. It had to be cleared so that it didn't overlap with what some other group was going to do. There are so many projects going on all the time in that place. I can't even think of how many departments there are asking for money now—there must be twenty-five.

Morris: Right. A lot of that began with the Centennial, didn't it?

Heard: Well, it certainly didn't get inhibited during the Centennial. I suppose that a lot of the fund-raising by departments, and schools, and that sort of thing, was there before.

Morris: Joe Mixer talked a little bit about this*, and I think he said that when everybody got all their ideas in, it was something like $30 million at the beginning.

Heard: Something like that. Then they had to pare it down. Sounds like the United Way, you know. [Laughter]

Morris: Yes. Most of this was for buildings and remodeling kinds of things?

Heard: Yes, it had nothing to do with salary levels or programs as such. It was facilities to permit enlarged programs, at least as far as I House was concerned, because what we were after—where are all those programs we had [leafing through documents]? We had four or five different things that we wanted money for. Here they are—quite a list.

Heard: These were things for donors to consider giving to: [reading] "Current activities program--$35,000 a year, for a five year period, not supported by student fees." We were going to give a series on American business and how it operates. Then we had five lounges. The library renovation, which the Fleishhackers gave. Five room and board scholarships, for $5,000 each. American history seminar and history fellowship for a five-year period at $22,000. A resident assistant fellowship for a five year period--$21,000. Patio flooring and new outdoor furniture. Emergency leave and loan fund for a five-year period. A distinguished visitor program for a five-year period. We wanted to bring distinguished people here, and we wanted to remodel the guest suite so we could have that person live in the house for a limited period of time--probably a week. And then have programs where he could meet students, really meet informally and talk.

So that all added up. Then we had some endowment opportunities. Anyway, the whole thing added up to $335,000, according to this sheet. Now everybody who wanted to raise money came in with this kind of a sheet, and then that's where the thirty million got pared down--to what was the figure?

Morris: Fifteen, campuswide.

Heard: Fifteen. I thought it was about half.

Morris: I wanted to ask if you had any information on Mr. Mixer's comment that one reason it was pared down that much was that the private colleges in California were a bit alarmed that the University would endanger their own fund-raising efforts.

Heard: Sure. There was a lot of feeling about the fact that here was a state-supported institution, and if you go out and get money from the same people that we're trying to get it from, you're killing the private institutions. So that was one of the reasons that it was pared down, I'm sure.

Morris: Was there a formal visitation, that people from the other schools--?

Heard: There may have been, but not at the level that I was involved in. There probably were with the chancellor's office, but I wasn't involved in those.

Everything we wanted to do at I House added up to something like $565,000--we ended up with $335,000. Now, what we cut out, I don't exactly remember.
Fund-Raising Techniques and Community Relations

Morris: Did you feel that there was some justice to those concerns of the private schools?

Heard: Oh, sure. Having wanted to go to Stanford myself, I was quite realistic. Sure. But I think one of the things that we learned, and I'm sure it's still true—at least I practice on this belief—is that there is money to be gotten. We have certainly found this out in the RGSA, or in the Cal Calling program—people had just not been asked. They don't, unless they're pretty experienced in philanthropy, just go out and volunteer a gift.

Morris: Even for people who are relatively affluent for whom there are tax advantages?

Heard: Well, one of the things, and I think it's true of women (and there are an awful lot of rich widows), is that everything they have is controlled by some man in a trust department of a bank or someplace else—they don't really know what they can afford to do, or how to do it. A person I was talking to at World Affairs yesterday said, "The thing that I'm saying to any women that I approach is, 'Ask your accountant. Check with your accountant'."

They don't really know what the advantages of giving are, and they've changed so this year. There were a lot of things you could do a few years ago—for instance, you could skip a generation. You can't do that anymore. There are a lot of other things that you cannot do, so it becomes more advantageous to dispose of your property while you're around or to make a will disposing of it. That's what we work on on these life income things that the University and every other institution I know about have—the gifts of property, which the University isn't awfully crazy about taking. Neither are we at the hospital [Alta Bates], because you've always got to sell it, and sometimes you've got to hang on to it.

Morris: And nowadays you get static from various communities saying, "You're talking land off the tax rolls."

Heard: That's right. Oh, my—I walked behind two people going to the hospital the other day, and they were saying, "Look at the hospital. It's so big. They don't need to have every house in this neighborhood." [Laughs] But we're going to be desperate for space, because the 1928 building is scheduled to come down.

Morris: Why?
Heard: Because we have to preserve a certain amount of open space.

Morris: That's the whole old wing.

Heard: Yes, that's right. The whole building.

Morris: So that there will be green space all around the hospital?

Heard: Or at least in that area. Or if it's not in that area, it must be in an acceptable area--like the doctors' parking lot could be. It doesn't have to be that particular spot, but it has to be that amount of ground--open space. We should have bought up a lot of houses on Ashby when we had the chance--we didn't do it. Now there's a big battle with the Bateman neighborhood.

Morris: I imagine that the city planners, for instance, must have somewhat of a problem in terms of how to replace that amount of housing?

Heard: That's right. The neighborhood thinks it's their responsibility to see that the hospital doesn't bring in one more patient or one more facility that will bring anybody else to Berkeley. They're just adamant about this. But they want a park.

Unfortunately, the attitude of the Planning and Recreation commissions is that they did not wish to build any small parks in Berkeley, they wished only to have big ones. The Bateman people were given, prior to this decision by the Park Department, a grant of $50,000 to establish a small park.

Morris: By the hospital?

Heard: Well, yes--they've got their eye on that 1928 space. That's totally unsuited to a small park--right under the windows of a hospital. But that's the only space that seems to be available unless we buy up a whole bunch of other places. That means tearing down houses, and that's what they don't want either. They're opposed to anything the hospital does that adds to the foot traffic, or the car traffic, or the enlargement of any services.

Morris: When did the Bateman Neighborhood Association get this $50,000 grant?

Heard: Oh, a couple years ago--I think it's been as long as that. It's just sitting. But the Park Department has rescinded this policy, so the neighborhood is afraid that they won't get the $50,000 if they don't get this park right away.

Morris: So the money was budgeted by the city?
Heard: Oh, yes--from the city. It's a lovely little problem.

Morris: How much of your $335,000 goal for I House did you and your committee succeed in raising?

Heard: I don't know. I know we didn't go over the top.

Morris: There are some interesting figures there. You got a hundred thousand dollars right off in the first year.

Heard: Yes, Russell Smith got the Rosenstein gift of $100,000. The Fleishhackers gave the library twenty-five thousand. I got $10,000 from Mr. Gamble for one of the lounges. I think it was more than we needed.

Then we wanted $25,000 for the library and we did get that from Morty and his sister Eleanor. Russell Smith and I went together. That's another trick I've learned: it's really good for two people to go, and if one is a woman it's very helpful, because men don't like to turn them down.

Morris: Now that's interesting. Whose idea was it that you and Mr. Smith go toether?

Heard: I guess mine, because I was chairman of the development committee. Russell was on the committee.

Morris: He had been treasurer, hadn't he, of the I House board for a while?

Heard: Oh, yes--he was very good finance chairman, too.

Morris: How had he negotiated the $100,000?

Heard: He had some contacts. He was vice-president of Bank of America. He had a lot of contacts. He was very, very useful. I feel so sorry for him now, since his wife died. He just seems lost. I see him occasionally; he's a former president of World Affairs, so he comes to the meetings. He wasn't there yesterday. The last time that I saw him was about Christmas time. John Simpson is another sad, sad person. Well, we'll all get to that point, I guess.

I think that these pieces here outline the projects.*

*In Heard papers in The Bancroft Library.
Morris: You send some of those drawings and the list along to your prospective donors?

Heard: Yes, or take them with us. It depended on which we thought was most strategic. We have maps; we have all kinds of materials. [Refers to document] This is the plan for that corporate luncheon that never came off—who we were going to invite. I better look over this list—I might find some new people to pledge for RGSA.

Morris: It looks like it is still a useful list.

Heard: Most of them are already on it.

Morris: Did you plan your strategy in your own committee, or did you get an outside fund-raising consultant?

Heard: We did it ourselves in our committee. Someplace I had a list of who was on that committee—you can see it was a very high-powered committee. O'Brien of Standard Oil, Sherm Sibley. Russ was the vice-chairman of the committee. We had a luncheon at the World Trade Club.

Morris: Nils Eklund was on it also for a while.

Heard: It was hard to get some of them to make appeals.

Morris: How so? Because there was a woman as chairman?

Heard: No, it's just that they really don't follow up. Unless the committee are big givers themselves it's harder to get other people to give. Or unless they know you give a lot of time and energy or something—the solicitor has to have some credibility with the prospective donor.

Morris: He has to be known as a person who does get things done?

Heard: He has to be known as a person who not only gives time and energy, but, within his means, financially, and who has a certain standing in the community, and who's known by other people who also are giving. There are all kinds of little gimmicks that you learn to use. You don't usually give out names of people, because that's confidential information lots of times. That's one of the reasons I'm not sure about all the things that should go in files.

I don't know. Now yesterday, for instance, at the World Affairs Council, the president announced that a person—and finally he made a mistake and said "she," so we all know right away who it is—has given or will give an amount of $100,000 in units of
Heard: $10,000 a year, with $60,000 on a matching basis, so that at the end of each year if you have a $10,000 gift that matching amount will be released. Well, I'm quite sure that we can get six people to give $10,000.

You'd be surprised, one of the women who's on our board, and I won't mention her name—they're terribly wealthy people—they've got all kinds of money, but she cannot give five cents because her husband isn't interested.

Morris: Because he makes the decisions?

Heard: He's got the control, and it puts her in a very embarrassing position on the board. But the trustees keep hoping that maybe somebody can shame the husband into doing something because other people in their giving ability are doing it. But I don't know—I feel a little dubious about it.

I know one of the other women on the board is going to give ten thousand to the building fund—she's being challenged to give according to her capacity. It'll have that effect, and I think we'll get five others. Particularly now, with the kind of changes in the tax law, they might as well give $10,000 to World Affairs as to have it go into an estate and be taxed. So there are some pros in this new tax situation.

Morris: Is there some legal weight to back up the moral persuasion?

Heard: That's right.

Morris: I remember you saying once that you had never intended to get into fund-raising.

Heard: I never thought of myself as a fund-raiser.

Morris: What encouraged you to take it up?

Heard: Well, if you believe in something, and you see that it needs money, you have to get in and help if you're a board member. I guess the fact that I could go around and make speeches and meet people and was known, or something like that, was it. I House was the first big fund-raising thing I ever was in.

Morris: That's what I wondered.

Heard: In the YWCA it was mostly interpretative kind of work—going around making speeches about things. It wasn't a fund-raising assignment. But I House was. And then a lot of the things that I'm in since have been fund-raising, which I think grew out of I House. World
Heard: Affairs was not a fund-raising assignment when I was program chairman for five years, the first woman vice-president they had, and broke a few barriers. Now, because we are in this campaign we all have to raise money. And all of the board members have to give money, whether it's a hundred dollars if that's all they can afford. I doubt if there's anybody on that board who's in that category—although some of the younger men may be.

There are an awful lot of things you run into when you get into this fund-raising business, too. It's what we call in Traveler's Aid upward and downward mobility. A lot of people who had been accustomed to a certain style of life who are now retired cannot give what they used to give. In the first place, they can't get a corporate gift because they're no longer in a corporation. And they can't give it themselves because they don't have that kind of money any more. Then there is another age group in which all their kids are in college.

Morris: And their charitable donations are going to colleges.

Heard: Yes, that's right, or into college student expenses.

Morris: I saw in this morning's paper that Stanford is now prepared to make loans up to $6,000 to middle income families. A middle-income family goes up to $60,000.

Heard: Yes, and they expect to get them repaid. That's another thing you run into at Cal. We discussed this one time at a special meeting I was on—I don't remember what it was about. I guess it was a scholarship. You discover that graduate students in medicine and law can get out of this University with an average indebtedness of $20 to $30,000. Then they get married. Then they have a family. Their wives either work to help repay this or they get rebellious because they don't see why they should be encumbered. So you lose a percentage. That's why some colleges and universities are trying to develop other ways—loans at one percent or at half of a percent or something like that which are not as crippling. They're changing the whole student financing program.

But we need scholarships desperately at Cal. One of the big chunks of money that Stanford included in the $30 million drive they had, which they reached, was a scholarship fund. So they got the money that they can loan. Cal doesn't have it.

Morris: Has there been a change in emphasis in the seven or eight years since the Centennial from facilities fund-raising to scholarship and loan fund-raising?
Heard: I don't know, because I don't remember in the Centennial how much was supposed to be for scholarships and loans. I know the amount of money that the Berkeley Foundation board has to allocate every year. There is a percentage for loans and scholarships. I think it was just $175,000 the last time I was on that committee. It's a very small amount compared to the need.

I have a feeling that so many of the projects that they're trying to fund, these separate drives like the Engineering one, are for a new building.

Morris: That's one's impression, just watching the flow of material that comes out.

Heard: Yes, I think it's mostly facility-centered. The state is supposed to support the salaries of professors--inadequately, to be sure. But they do not give anything for facilities, as I understand it. That's why there's so many fund-raising efforts built around facilities.

Morris: There's some facilities money in some of those biennial state bond issues that we vote on. If you read the small print, there's usually some for the University construction.

Heard: I doubt if it's a large chunk of money, because I never hear about the University getting much for buildings from the legislature.

Morris: Well, it's a bond issue which we then have to vote on.

Heard: Yes, but it was approved.

Morris: So you're saying that in fund-raising, for many people there is just one time in their life when they're likely to be givers in any size--after they've paid off their children's college debts.

Heard: Oh, I think there are some younger people. I'm thinking of one person who's on our Alta Bates board, for instance, who inherited a great deal of wealth and has a family pattern of giving and can afford to do it. But those people are rare. Now, I've been after one man--he's promised us a large gift for at least four years. He is a participant in a foundation which is distributing its funds. Why in the devil he cannot come through with this large gift, I don't know. But I'm getting to be about the one and only trustee that still thinks he'll have to give it. Because for one thing he's got it to give, and in the second place he made so many promises I don't see how a man of integrity can back out of them.

Morris: Is that much of a problem? That people pledge an amount and then don't give?
Heard: No, we have very little problem with that, particularly if it's any large amount. We don't have very much write-off. You have more write-off in patients' bills than you do in contributions. A hospital has to carry a certain percentage for charitable gifts. I think we carry something like $30-40,000 at Alta Bates. That's probably comparable with other hospitals of the same bed size.

Corporate and Foundation Giving

Morris: In the Centennial program did you make a concerted effort to reach corporations?

Heard: Oh, yes. That was not our committee, though. That's why I said we had to get cleared—I have a whole big list here of the corporations that were going to be approached.

Morris: So your committee per se at I House didn't make any corporate visits?

Heard: Unless we were cleared and nobody else was going after them. This list was from Mixer and asked if somebody on our development committee had direct contact with these people—this wasn't necessarily that they were cleared for us. We were just saying that we could probably best approach these individuals.

Morris: For the overall University campaign?

Heard: Yes. And I think if we got someone we were supposed to get a percentage—I'm not quite sure about that, either. Here's the committee: Russell Smith. Nils Eklund—he's at Kaiser. Don McLaughlin. John McPherson—what in the world was he? James O'Brien was Standard Oil. Stanley Powell was the Matson Lines. Sherm Sibley—PG&E. John Simpson—bank.

Morris: Now, for instance, did Mr. Eklund or Mr. Sibley see to it that their corporations contributed?

Heard: Yes, but they had to give to the overall campaign and designated a portion to I House. That's why we were fighting over whether we could get a portion designated for I House from some of these corporations.

Now, for instance, here's an illustration. This was written to Jim O'Brien who's the vice-president of Standard Oil. [Reading from letter] "If Standard Oil's contribution has already been
designated for another project, do you think it would be possible
at this time to ask them for an annual contribution to I House
of around a thousand dollars? Standard Oil of New Jersey, Asiatic
Petroleum, California-Texas Oil, and Mobil have all given annual
contributions to the New York I House for at least ten years.
We need to start this kind of support for the Berkeley I House
since our budget is strained with mounting costs. The development
committee, of course, wants to put their major emphasis on
Centennial gifts; however, as a secondary measure we might interest
corporations who have already given to the Centennial into giving
a nominal contribution to I House. Please tell us if you think this
is possible."

They may or may not have been willing to give part to I House.
For instance, "I'm told that George Montgomery has set himself
the goal to raise three thousand dollars from corporations for
the educational innovation area on research and development. I
think you need to know this in lining up your arguments for I House
receiving a percentage of some of the larger corporate gifts."

You were going to tell me about Michael Blumenthal. He was one of
your corporate prospects, wasn't he?

He had lived at I House from 1949 to '51, and as a student was
employed by the House for one year. He apparently had a good
experience here because he wrote a letter to Howard Cook, who was
then director of I House in New York, with a corporation
contribution of five hundred dollars for the New York house. But
we never got anything from him for UC. He received his master's
from the School of Business Administration. He was a foreign
student from Germany at that time, but he later became a resident.

I went to see him in New York and he promised he would take
it up with the corporation. But he was kind of new with Bendix
at that time, and I don't think he had that much weight. But he
did give to I House in New York.

Isn't that the same man who's now a cabinet member?

That's right. That's why it's interesting.

Yes, and it's very interesting to see the number of people with
Berkeley connections that are now in the cabinet and in Washington.

Did you make special trips to New York to talk to people?
Heard: I was in New York, and I had him, and I had Cleveland Dodge, and Mr. Gamble--I made a number of calls in New York. Russell Smith did an awful lot of them.

Morris: Which Mr. Blaisdell was it that seemed to be going along on some of these?

Heard: Tom Blaisdell.

Morris: Was he in New York working?

Heard: I think he must have been traveling back and forth a good deal. I don't remember just what he did at that time. That list of who was on our committee changed from time to time. Tom was on it for a while and others. We recruited members from time to time.

Morris: Was there also a note at one point that Mr. Eklund went off because of other commitments?

Heard: Pressures, yes.

Morris: Was it other pressures or just that he was not all that effective?

Heard: I don't know. I think it's both. One was an excuse for the other. Sherm Sibley was very helpful to me. Russell Smith was the best.

Morris: What was his particular knack?

Heard: Well, he knew more people--he was vice-president of Bank of America and he had a lot of contacts all over the world, so he could tell you in a second what he thought of such and such a company and what they were doing and whether or not it was worthwhile our spending our time on them.

Morris: And what their pattern was in philanthropic gifts?

Heard: Yes. For instance the Dodge family, or the Dodge Foundation--we've known the Dodge family for a hundred years. Polly Dodge was on the national board of the Y when I was. They were in Arizona lots of times when we were, because they were out of Douglas, Arizona, and the mines down there. Cleveland Dodge was very active in AUB--I think he was president of the board of trustees for the American University in Beirut. They gave tremendously to everything.

So having a person like Russell Smith approach him would be much better than somebody that he could fob off. He could say to me, "Winifred, you know how much I'm already giving to. Polly's
Heard: up to her neck in the YWCA or Moral Rearmament," which she also got involved in, or something. So it was very helpful having a person like Russell who knew so much.

Morris: What could Russell say that you couldn't?

Heard: Nothing, but we could go together.

Morris: I see.

Heard: That made a big impression. That's how we got the twenty-five thousand out of Morty.

Morris: Even though Morty was already on the committee?

Heard: On the board, yes.

Morris: You had to go make a special visit on him?

Heard: We went through an appeal for him for this library, because his father originally gave it. We've got a plaque put up in I House with his name on it and everything.

Morris: Could you run through how a conversation like that goes?

Heard: No, because it would depend on whether the person was already identified with the University to a certain extent. If they were you'd say, "You know the University campus is involved in this $15 million campaign. As a portion of the total goal we have been given the privilege of raising $335,000—or having $335,000 allocated to needs at the International House which have been approved by the total committee. We know of your long association," like you lived here, or somebody lived here, or you've given for that and so forth. "These are the kinds of projects that we have had approved, and we'd like very much to add your name to the list of prominent alumni," or individuals, or whatever the word is—"contributions that are helping us reach this goal."

And then if you know something about them ahead of time—for instance, they have come to programs at I House, what time they came through, whether they have interest in another part of the world. You can always say, "There are 545 students at I House, and half of them come from foreign countries, and we think of I House as a tremendous opportunity to interpret the United States—its aims, its cultures, its democracy at work." You can hear me spieling on like this.

An awful lot of it grows out of the interaction between the two people, or the three people.
Morris: You'd go through that with somebody like Morty Fleishhacker even though he was already involved?

Heard: Yes, but you'd say, "You know that we've got this. I don't need to tell you all these things, but one of the projects that we would like specially to have you consider is the library, because your father started it." Well, then he said, "If that's the kind of money you want, I have to take it up with my sister, and it would be a foundation gift." And we said, "Fine, fine." So then we got Eleanor, and she did give her $25,000. We had a recognition party, and the family were all there. It was really a very nice occasion.

Morris: Yes, and certainly deserved with that kind of a gift.

Heard: But then it would depend, as you just said, on how much they already were involved. But if you were going to a complete stranger, like I went to Blumenthal by myself--it was originally hoped that Tom Blaisdell would be there and that he and I could go together. But for some reason he couldn't make it, so I had to go by myself. I think this is a little rougher going, because he'd been away for some time from I House.

Morris: And he was out of California.

Heard: Yes, and he was giving to I House in New York, which met the same kind of a need--they're the same kind of program, which he was interested in. Although he was interested and he did promise to take it up with the company, that was the last we ever heard of him.

Morris: There was a note in the I House file suggesting that you talk to your friend Beth Luce Moore about a contribution. Was that your idea?

Heard: No, I would not approach Beth, any more than I approach her now. They already give--the Luce Foundation gives to the University, and I think that they should be approached at the level of the chancellor.

Morris: Because of the size of their giving?

Heard: Yes. Well, you see, Beth is just one member of the Luce Foundation. She only became a participant in it to the extent she is now when Henry died--her brother. Now Henry Luce III is president of the foundation. And they give--I have their annual report. But Beth raises money. Her great interest is the China colleges--
Heard: American colleges in Asia. They're in Korea, and the Philippines, Hong Kong—oh, I don't know how many there are. I've been to some of them. But they have a wide, wide list of contributions. The University of California is one of them.

Morris: I know that the Luce Foundation per se is interested in foreign students in this country, particularly from Asia, which makes them a natural for an appeal from something like I House.

Heard: Yes. I'm going to have dinner with her and Tex next Friday night. We're going to a China dinner in New York. I'm looking forward to it.

Morris: Was she herself also raised in China?

Heard: She was born in China and she lived there until she came here to go school—prep school before Wellesley. She was a Wellesley graduate. We've been very close friends, and Tex, too. Tex has had the same kind of problem that I've had with discs and everything, so we weep on each other's shoulder.

Morris: It helps to have moral support like that.

Heard: Oh, yes.

Morris: One other aspect of this: Did a committee from the University come and call on you and Bartlett and ask you about your gift to the Centennial?

Heard: No, we just did it ourselves. You don't work in a campaign like that unless you are prepared to give.

Morris: That seems to be your basic operating theory on fund-raising. Yet Morty was on the board and you and Mr. Smith went to talk to him about a gift.

Heard: Yes, because we had a special objective, a special amount. He might have felt inclined, had he given it himself, to say five thousand dollars. We wanted twenty-five, and felt with their foundation and everything that they could do it.
Managing Personal Giving

Morris: Do you and Bartlett confer with an accountant or do you have your own theories about how you want to do your own giving?

Heard: Well, we have certain amounts in our wills. Of course the big obligation that we have is the Heard Museum, so in Bartlett's will we have quite a substantial sum set aside for that. Then we have the grandchildren, of course, because Brad's no longer living and they will be depending a lot on things they inherit from us more than probably would have been the case. But we have our regular contributions. I have five pages in my book which I keep, and I pay all these. Then at the end of the year if we have had a good year and have an excess we make special gifts. This year we're going to be involved in World Affairs and also in the University. I want to contribute majorly to the Chancellor's Fund, because we feel an obligation in that. But depending on what happens to various and sundry business things, Bartlett and I talk this over ourselves.

Morris: You do keep some flexibility so you can respond to changing needs in the organizations?

Heard: Oh, yes. In every mail, I presume, I get five requests.

Morris: From organizations you already know?

Heard: No, those I consider routine. But things like some hospital in Korea, or some school down in Appalachia, hospital services in X, Y, and Z—all kinds of things that I really just put in the wastebasket, because they're not on my list and I feel that there are a lot of people who respond to that kind of giving who don't respond to some of the things that Bartlett and I carry the responsibility for. I suppose majorly our contributions are to the Heard Museum every year. It depends on how much we have left over how much we can do without cutting off the things that we do annually.

I'm always giving special things—like the center for emotionally disturbed children. They've bought property—they want to build a building. We would like very much to do something with that. I use the personal pronoun so much because I usually tend to all these things. I know I say to Bartlett, "I need some more money in my account," and then we put it in—special things or additional contributions to things we're already interested in. Well, like World Affairs.
Heard: A lot of the things that we belong to, like IHC, for example, we give an annual membership. Then when there's a consular party you get hit for extra money for the sponsors' list. There are just little things that amount to a couple of hundred dollars a year. The same is true of World Affairs. We give an annual membership—we have for years. Then there's always the scholarships for Asilomar every year—I just gave the check yesterday for that—which we've done for heaven knows how long. Now there is this campaign.

So that you can't really cross off the institutions or agencies to which you are majorly indebted at any given level, because additional requests keep coming in all the time. Or there are things you really want to do, like supporting the Howard Thurman Trust. We give every year to this educational trust that he's set up now. So I don't know—there are just things like that.

Then, of course, we have half a dozen trust funds we operate for the children. There are just a lot of things that we want to give to. But I don't give little gifts—very few. If it's special appeals for ticket sales or memberships in United Way agencies, we probably give ten dollars, because I feel that that's something that the general public supports. Or Red Cross—we do not give majorly to Red Cross, except when it's a disaster appeal or something like that. But we have a big list of appeals, I imagine a couple of hundred, that we do give to every year. It all adds up. We give within our taxable deduction level, and then over it sometimes if we have special things we want to do.

Morris: Do you have an attorney or an accountant that you funnel all of this through?

Heard: No, we do it ourselves—our own office. Of course we have an accountant—good night, he spends half his time now on us, I think.

Morris: Trust funds usually require some kind of supervision.

Heard: No, we operate them, although we have a number of advisors. We just transferred one of my trust funds to the Crocker Bank. One of our problems, really a serious problem, is that with Brad gone we are in a dilemma about how to carry out the big responsibilities we have when Bartlett and I are not here. That's the reason for transferring this trust fund of mine, to get some experience of the Crocker Bank to see how they do.

Morris: If they've got a good, reliable person who thinks the way you do?
Heard: Yes, and you can make certain requests as to whether you want income, or growth, or so forth and so on. We have trust funds for all of the three grandchildren. I have a trust fund, Bartlett has a couple of trust funds, we have the museum trust fund. I don't know—we have too many.

Morris: You mentioned income or growth, and I wondered, with the level of support you give to so many organizations, if you did say to the bank or accountant, "We'd like to have more money available for the things we support."

Heard: That depends where else we get it from. If we sell some property, we would really be able to do quite a lot. We're going to pay off World Affairs and a couple of other things and enlarge our contribution to a few other things we're interested in. But that depends on not our regular income, but on consummating some additional sales or income. Now the ranch is really just a wash item because the farm situation is not good these days, so we don't count anything on that. It just depends; every year's different. That's what makes life interesting.

Morris: It certainly does, and it's interesting that personal giving has to reflect that as well as your concern.

Heard: Oh, this is true of everybody. It depends on your income.

Well, I feel I've more or less covered everything I know.

Morris: I think we've touched on all my questions.

Heard: You know what I think would be nice? If you took all this stuff back and let Claire decide what should go in the archives, because I'm a little uncertain about whether all of these things should or shouldn't.

Morris: Fine. [In a subsequent phone conversation, Mrs. Maddox expressed the opinion that Mrs. Heard's I House papers were of historical interest, but no longer sensitive]

[end tape 28, side 2]
Trail-Building at Echo Lake, 1930s

Morris: When did you start building this trail at Echo?

Bartlett Heard: Oh, I don't remember that. The house was built in 1930. Then the Riebes were away a great deal of the time in China, the Philippines, Europe, and the East. I know we put a water system in in 1937—a thousand feet of three quarter inch pipe.

Morris: Did you lay that under all that rock up there?

Heard: No, it's just under some rock, but it's been there ever since. We just put the pipe together from the stream and brought it down the hill to our cabin. But I don't remember when we worked on the trail from Dartmouth Cove up to Saucer Lake, which is way up very close to the divide.

Morris: On the Tahoe side or the Fallen Leaf side?

Heard: It's on the south side. The crest of the Sierras goes to the south. Echo Lake is actually in the Tahoe Basin. Saucer Lake was way up there very high.

Morris: Is that where your water line came from?

Heard: No, the water came from another stream that has never gone dry.

Morris: You mentioned that there was a Dartmouth Cove at Echo Lake. Were there a lot of Dartmouth people there?
Heard: Quite a few that were from Dartmouth originally—the Smiths, and I forget some of the other names. Dartmouth Cove—people have pretty much gone because of the avalanches that come down and have destroyed the houses. The Riebes' house is just on the edge.

Morris: Is this on Upper or Lower Echo?

Heard: Upper—it's on Upper Lake. They still have it; Paul and Dorothy go up there a lot. We bought a place at Homewood in 1962, so we haven't had much to do with anything at Echo since.

Morris: It's interesting to hear how it was in the thirties and forties. Isn't there also a Dartmouth family camp over in the Fallen Leaf area?

Heard: Well, there's a Stanford camp on Fallen Leaf.

Morris: But the Dartmouth group would all have been up at Echo Lake?

Heard: As far as I know. I don't know of anything besides that.

Morris: Tell me about building the trail. Had there been a path or anything there before?

Heard: No, the people just went up however they could get up. So it wasn't very much of a trail, although now they say it's pretty well traveled. It's about a thousand feet above there—I guess it's about eight hundred, something like that. But this took a certain amount of clearing. I painted little markers on the rocks on the way up.

Morris: Were your kids old enough to help with this kind of work?

Heard: Not at that time, no. Although they used to go up a lot; we used to take the children up.

Morris: Is this now just a generally used trail by visitors coming in to Echo Lake?

Heard: Yes, they go up to fish a great deal there at Saucer Lake.

Morris: Did you ever used to go up there fishing?

Heard: Oh, yes.

Morris: Better fish there than in Echo itself?
Heard: It depends; you never can tell. Ordinarily, yes—it's harder to get to, so it's more apt to be better. Paul Riebe had always had rubber boats. We could take rubber boats up and fish in the upper lakes, up in Desolation Valley, and so forth.

Morris: Would these be those big six and eight foot oval rubber boats the navy uses?

Heard: More like the kind they use rafting down the Truckee River—fairly small, two or four people apiece.

Morris: Did you carry them on your head inflated or did you have to blow them up when you got there?

Heard: Oh, blow them up when you get there.

Morris: With a pump or did everybody take turns?

Heard: Oh, no, there's a pump.

Morris: You said the trail is eight hundred feet above Echo Lake. Is it a straight one or switchback?

Heard: Oh, no, it winds around back and forth, Part of the trail was built to get up to our stream where we had our basin. Above the cliff there were very thick alders and the stream had a tendency to get lost.

Morris: In the alders?

Heard: In the alders, so we used to go up and clean it up—make a channel down through there, so I had the trail part way up, anyway.

Morris: Is a stream, a natural kind of water supply like that, something you have to work at—clean it out and shore it up?

Heard: Sure, that's one of the big things of the Tahoe Area Council. One of the things they did was stream maintenance around the lake, because logs always get in it and it gets cluttered up with trash and whatnot. There's a medium between getting it too clean so you get too much erosion down it, and having it block up so you lose the water.

Morris: You must get pretty skilled at that after a number of years; you can tell when it's just right.

Heard: This little stream was so small that it was mainly a matter of getting the water down, because there are a number of people who use this stream.
Morris: So is it a matter of a work party of members of the families of all of those houses that were part of it?

Heard: That's what was hoped, but usually Paul and I were the only ones who did very much work on it.

Morris: How nice for the neighbors that they had a couple of reliable woodsmen.

Heard: Well, it's not a very important thing. I don't think I ever spent too much time on it.

Morris: I was wondering also, with your interest in native plants, if there were any particularly interesting specimens around that area of Echo that you kept a watch on?

Heard: Of course up at our place at Tahoe--I've got a lot of natives planted there. About nine or ten varieties of pine, close to two hundred different varieties of trees, shrubs, and annuals up there. There were until this year; I don't know what will happen this summer. But, oh, yes. There are some beautiful cedars--incense cedar, a lovely tree is up there. We have some beautiful ones.

Morris: At Tahoe?

Heard: Yes.

Morris: I've always understood that the western native plants for California are by and large pretty hardy and don't need much water. Is that true?

Heard: Well, that depends on what they are. Some of them require a lot of water, like the dogwood and so forth. They've got to have water.

Morris: Did you plant some of those at Tahoe?

Heard: Oh, yes, we planted them all around our house. Originally it was absolutely barren, and now you can hardly see the neighbors. Quite a few of the trees, like the tamarack pine and so forth, and the hemlock, I have brought down from Echo and planted at Tahoe.

Morris: You did? Transplanting evergreens is a pretty tricky job, isn't it?

Heard: We've liberated quite a few. [Laughter]
Morris: Are there any major differences in the kinds of plants that will grow at Echo and down at Tahoe itself?

Heard: Well, there's a little more than a thousand feet of difference, so there are some of the higher mountain things—the hemlock which is found up at Echo isn't found so much down at Tahoe. The white mountain pine is up on top. But mostly the same. I've taken back some of the things, like the incense cedar, up to Echo and they've done well up there in the Riebes' lot.

Morris: In the last fifteen years or so, the Echo trail has been fairly heavily traveled by backpackers going through into the Desolation Wilderness Area.

Heard: That's right.

Morris: I wondered how that was when you were first going up there?

Heard: Well, of course, they're trying to regulate it now. You have to get a permit to go into the back country—they are aware of the fact that there are too many people back in there. Even people who have summer cottages there—it's all one of these Forest Service rental deals.

Morris: The land at Echo?

Heard: The land at Echo—oh, part of it on the lower lake is privately owned, but most of it is under Forest Service leases. The Forest Service is gradually getting out of it; they don't want to do it. They've got the big idea that more people should use it, and some of their experiments have been rather unfortunate. They've gotten people out and tried to make sort of a picnic place, where people do nothing but litter it up with beer cans.

Morris: Just come in for the day.

Heard: Yes, this has been true up at Echo. They've even talked about the whole north side of the upper lake being turned over to the public—the old cabins in there. The Sprouls have a cabin up there—a lot of people from California and around the Bay Area.

Morris: I've been aware of that and I wondered how the Bay Area happened to make Echo Lake its special place?

Heard: I don't know. You see, there's a Berkeley camp up there, too.

Morris: How far back does that go?

Heard: That doesn't go too far.
Morris: It came after you did?

Heard: Yes, it came in the thirties sometime, I think, or maybe the forties. It's not actually at Echo—it's up on the ridge as you come in from the highway.

Morris: I wondered if the same people would go to the camp as would also build houses in there—if you'd start going to the camp and build a house there?

Heard: That's possible; I don't know.

Morris: It sounds like the Riebes just got a lease in there and built the house.

Heard: Well, Paul had the lot; in fact he had two lots, I think, about 1927.

Morris: So he's on his second Forest Service lease, isn't he?

Heard: Oh, more than that.

Morris: I thought they ran quite a long period of time.

Heard: They cut them down, I think, and the price has gone up. The Forest Service is definitely trying to cut down on that all over, which I think is a mistake.

Morris: Cut down on leases, while encouraging day use?

Heard: That's right.

Morris: Do you remember when you became aware of an increasing number of hikers going through into the Desolation Wilderness?

Heard: I think it's just gradual. The trail by the Boy Scouts' camp and by Haypress Meadow to Desolation Valley is on the other side of the lake. There's no really good trail on the south side.

Morris: Is that because of the lay of the land?

Heard: They've never developed it. The Forest Service has done the trail on the north side.

Morris: That's nice for you.

Heard: Well, unless you want to walk down to the store. It's not a good trail at all. It's just very rough, that people have gone through,
Heard: and there's marshy spots. But, you see, there's the narrows between the two lakes which will probably be dry this year, so that if you're coming up the other side there's no real communication across, unless you want to wave.

Morris: Or have a boat.

Heard: Or have a boat; everybody has a boat--of course that's the way you get up there.

Morris: Between the lakes and back and forth to visit?

Heard: Yes. Matter of fact, when they were making the picture--"Place in the Sun"--they were going to have some scenes at Echo. They came up there and built a boathouse and had a boat up in the upper lake because they wanted to be sure to get it there while the water was low.

Paul and I were up there one time [laughs], and they were just coming in with all the paraphernalia. They stayed there for a week and it blew like everything. They had to go away again. It was the only scene that I know of that was ever taken up at Echo. All that they did was one scene, which you wouldn't know was at Echo, except for the Boy Scouts' pier in the background.

Lake Tahoe Area Council and Regional Planning

Morris: Do you want to talk about the Tahoe Area Council now?

Heard: Yes, that's fine.

Morris: Did you get involved in that while you were still spending your time at Echo?

Heard: No, that didn't happen until--in '62 we bought the place at Tahoe. I got into it through Howard Fletcher, who had a place up there at Rubicon for many years.

Morris: Didn't he also have a place over at Cave Rock on the east side?

Heard: No, I think that is his brother. Howard was from Berkeley. They were old friends. Krafty (his wife) still has the place up there. He was on the council. The Tahoe Area Council was created in order to try and preserve the basin in as near its original state as possible. Also, the council soon came to the conclusion that the
Heard: only way that this could be effectively done would be by a bi-state organization.

We worked very hard for the bistate plan. But, of course, it got into politics—it got compromised. Nevada really spoiled it by having these dual majorities, so they by a vote of three people can do what they've done in approving these two casinos by just not taking any action. If you don't take action it's assumed to be approved. It's ridiculous.

Morris: How did that kind of arrangement come about?

Heard: Because that's all they could get at the time. Nevada was very adamant about it. They have a much different attitude towards the lake. There's very little actually over there, except now, of course, at Incline, and then down around Cave Rock. The northern part of the lake is very little. It was all one big ownership.

Morris: Who owned it?

Heard: George Wittell.

Morris: Is that a Nevada ranching family?

Heard: That's an estate now, and they're having a big argument about what happens to it. But the compromise that was finally worked out for the Tahoe Regional Planning Association [TRPA] was not really workable because Nevada always had the veto, and they had an entirely different idea; they had a vested interest in the gambling and the casinos and so forth down at the south end.

Morris: Stateline, yes. And did they feel that therefore they wanted more development to support the casinos?

Heard: Sure. Right now the people live over in Minden and that area because there's not enough housing for them at South Lake Tahoe. It's a ridiculous development; it doesn't belong there. It could be anywhere. And California at one time—some of our legislators were advocating opening California up to gambling without having to go and spoil the lake.

Morris: Who in the legislature suggested that idea?

Heard: I don't remember now, really.

Morris: Did he get any response to that idea?

Heard: No, it's one of those things.
Morris: Who from Nevada particularly was a visible member of that Tahoe Area Council?

Heard: Oh, there were quite a few. I can't pick them out now. We had a couple of people on from the casinos, and they were very strong, of course.

Morris: Were they long-time Nevada residents or were they more businessmen concerned with--?

Heard: I don't know.

Morris: How about the California side? Was the Council made up of half and half Californians and Nevadans?

Heard: More or less—I think more Californians on than Nevadans. On the Council we did a lot of work on getting material together and working for the passage of the TRPA. Then after the TRPA was passed it was fairly frustrating, because they didn't have the authority. In fact, even in California, El Dorado County refused to pay its share of the cost of it for a long time. There were some big law suits, which I don't think still have been settled, as to the legality of it.

There were all kinds of problems. Whenever you take over the management of land, which this is supposed to be, you get into all sorts of problems. For instance, the sewers were mandated—the whole basin was supposed to be sewer ed. This has caused a tremendous lot of problems around Fallen Leaf, because it's almost impossible to sewer there.

Morris: No way to dig a hole and put in a sewer?

Heard: That's right. Echo has been exempted because of their situation. They have to take sewage out in honey buckets.

Morris: I remember hearing about that. They have holding tanks, and it's actually trucked out.

Heard: That's right. So it's a real problem. But they put in the sewer—the sewer runs down on our side, the west side—and bonded the lots for that. Then the TRPA comes along and says you can't use it for that, and they don't pay their assessment and it makes the whole thing--

Morris: It throws the budget off if many people do that.

Heard: It throws everything off.
Morris: How much legal authority did TRPA have? Was it an association or an administration?

Heard: It was—and is—a congressional-authorized body.

Morris: From Washington?

Heard: It was from the Congress, yes, to administer this territory. I think there's one back in Delaware and Maryland. The line between Nevada and California going down the middle of the area makes it interstate, and that's where the federal government would come into it. It's ridiculous. You can do legal fishing on one side and not on the other and so on.

Morris: Have your boat straddling the line.

Heard: Nobody knows. You've got so many organizations—you've got the Forest Service, and the Land Department, and the Coast Guard. Goodness knows. When people try to do a development they have between fifteen and thirty agencies that they have to get through, it's just so complicated.

Morris: I can believe that would be frustrating, yes.

Heard: But when they come along and downgrade the use of this land so that it can't be developed—and it's already been bonded. The same thing happened when the Highway Department went in there and started to buy a right-of-way for a freeway up the west side, which nobody wanted—the people didn't want. They bought lots here and there, and then they decided that they weren't going to make a freeway and they sold these lots, or they kept them and they wouldn't pay their sewer assessments.

It's been a frustrating thing. The Lake Tahoe Area Council finally decided last year that they were batting their heads against a stone wall. There's nothing much they can do—it's out of their hands. So what we have is a pretty good library on all of the various studies and so forth that have been made. The place has been studied to death, of course.

Morris: Yes, I can believe it.

Heard: And not much done about it. What's going to happen to that library is about the only thing that's still outstanding in regard to the Tahoe Area Council.

Morris: In other words, your Council is going to disband itself?
Heard: It has disbanded, except for the library, which Mrs. Fletcher helped on. They gave something to that, and it's going to be called the Howard Fletcher Library.

Morris: And is it going to stay up there in the Tahoe Basin?

Heard: Probably; there are quite a few different ideas. There's Tahoe City, and Nevada has a pretty good library system—they might take it. Anyway, it should be someplace where it will be of use.

Morris: How about the Sierra Club in all of this? Would the Council have recruited the Sierra Club to help in some of this?

Heard: No, there are too many organizations. There's the League to Save Tahoe, which is pretty much a social group. That's still going, but the work in getting the approval of the plan was largely the work of the Council. There's the Audubon Society and the Sierra Club. The Sierra Club, I think, has gone a little bit off too far in trying to protect the environment. We're all in favor of that, but they sometimes seem to go to excess.

Morris: They want to limit use more than you think desirable?

Heard: Yes. People are there, there's nothing you can do about that. But you can, hopefully, stop it from becoming what it is down at the Stateline, which I think is just awful. From our office there, which is not more than a mile and a half, I guess, from the state line, it used to take the secretary forty-five minutes to get down to the bank.

Morris: On a crowded afternoon it certainly can.

Heard: And all those stop signs and the people. That's got nothing to do with Tahoe—it's all the casinos and gambling.

Morris: When did the first casinos start at Tahoe?

Heard: I think Harvey's was the first one. Of course, Cal-Neva up there at the north end has been there a long time.

Morris: Have they been at Tahoe as long as they have been down in Reno and Sparks?

Heard: They've been there for years. I remember when the Hoover Dam was just started, I drove over there to Las Vegas, and it was nothing but a couple of blocks of little railroad town. But there were all these gambling houses with the doorways open or no doors—and
Heard: you could see big piles of silver dollars inside.
[end tape 29, side 1; begin tape 29, side 2]

Morris: Nevada's always had legal gambling. I just wondered when it got started at Lake Tahoe, because Tahoe has always been a favorite place to go for vacations for Californians.

Heard: I don't remember that. We didn't usually go down to the south end. If we were going to Echo we would turn off before we got down into the basin. We used to think we were slumming when we went down into Tahoe [laughter]. It'd be hot and dry and dusty down there.

Morris: And big--Echo's a nice, cosy place.

Heard: During the Second World War, when we were all on gas rationing, it was really something up there. We used to pool our resources and somebody would be given the buying list and the ration stamps--

Morris: For meat, and sugar, and things--yes.

Heard: And buy, and then go back up again, because, of course, you couldn't drive very much.

Morris: But the World War II gas ration was enough to make a trip to Echo?

Heard: Well, that depended on how prudent you were. We did--not as often, but it was possible. But you couldn't do very much traveling when you were up there.

Morris: So you'd go and stay and enjoy the lake and hike?

Heard: Yes, and then there were a lot of people who had farms, and the farmers were in good shape because they got extra gas. They could use a little of their agricultural gas.

Morris: For a side trip. Well, that's marvelous to have that picture of what Echo was like years ago, because it's a beautiful place.
Hoover Dam and Water Allocation in Arizona

Morris: Could we go back a bit? I was pleased to find Herbert Hoover's name in your family's guest book, and I wonder if you were around and recall him in Arizona?

Heard: I looked that up—it's 1922. That's when he was Secretary of Commerce, after he had done all the relief work in the war and so forth in Europe. Apparently, as I remember it, he had some more or less organized move to get him to run for President in 1920, but he didn't. At that time he had made a reputation for feeding people in Europe and so forth, so that he wasn't in as important a position at that time. I think we were there, but I can't remember whether we were particularly aware of him.

Morris: Was your father one of the ones who thought that he should be encouraged to run for President as early as 1920?

Heard: I don't think so. I'm not sure, but I don't think so. In 1920 and 1916 he was a Leonard Wood man, I think. You know Leonard Wood?

Morris: I'm not sure.

Heard: I think he was for Harding in 1920, but it never made much impression. Although he admired Mr. Hoover very much.

Morris: As a publisher and one of the leading figures in Phoenix, would your father just automatically have been in touch with whomever from Washington came out?

Heard: That's right. In that guest book there are a lot of people from Washington, mostly people in the Reclamation or Interior Department.

Morris: You said that you went over to take a look at Hoover Dam when that was building. Did that have particular interest for Arizona? Was the water somehow going to get back to Arizona?

Heard: That was one of the big fights that my father had, trying to support the rights of Arizona to the water and to the power from the dam. That, of course, went on for many years. It wasn't settled finally until way after his death. But the dam—there isn't a drop of water that comes out of California in it.

Morris: I wondered about that.
Heard: The Virgin River comes out of Utah. There's just no water at all that comes in from California, but according to the pact they're entitled to a certain amount of water if it's there. But they have allocated actually more water than there may be in the river. Of course Mexico has got a million and a half gallons, and what they get is what's been used before and drained back in and is full of salt, and they're very unhappy about it.

We had to leave Arizona in 1924. I couldn't live there because of my trouble with asthma and so forth. Then when Father died in 1929 we went back. We didn't stay there all the time, but we commuted a lot—a lot of the time doing it by car. I spent quite a lot of time studying the grape industry down in the valley. At that time we were raising grapes down on the ranch.

Morris: For wine?

Heard: No, this was table grapes—Thompson Seedless. They were shipped all over the country and into Canada and so forth.

Morris: So Arizona was beginning to need more irrigation water, too, weren't they? You don't raise grapes without water.

Heard: The big fight was the Reclamation Act, which was passed in 1902, and the Salt River Project with the Theodore Roosevelt Dam was completed in 1911. That was the first major project under the Reclamation Act. I think we covered that before.

The Hoover Dam was to bring additional water, which is just now being done. They're building a canal over from the Colorado, with pumps, and bringing it over to Phoenix and down to Tucson. Just the number of people that are there has increased so—there have been times when the water's been very short. So there was a big fight for many years after the Roosevelt Project was completed over who gets the share of the Colorado water for Arizona. Very little now goes to Arizona—there's a little down around Yuma, but they don't have their allotment.

Morris: Did your father feel that Arizona ended up with at least the potential for its fair share in the agreements that he participated in?

Heard: Yes, of course, this wasn't dedicated until long after his death. He fought for it. Arizona wasn't going to get anything from their share of the power, or the revenue from it—he was instrumental in getting that. But the water—that went up through the Supreme Court. There was a court hearing in San Francisco not too many years ago.
Morris: Have you continued to have a particular interest in how this worked out and add your voice to how you think it ought to be decided?

Heard: It's been up to the Supreme Court. There's nothing you can do about that.

Morris: I wondered if your father expected you to be interested in it. As a person who's gone back and forth so much between California and Arizona, you're in an ideal spot to have kept an eye on both sides, as it were.

Heard: No, it was all in the courts for most of that time. Our legal firm in Phoenix was the one that represented Arizona and was able to finally get a decision which allocated four and a half million acre feet to California. California gets four and a half million acre feet without providing a nickel's worth. Then, of course, you have all the upper basin states, which is where most of the water comes from—Colorado, Wyoming, Utah, and New Mexico—which are not in a position to get too much of it. Arizona gets two million and Mexico one and a half million, and seven and a half million goes to both the Upper and Lower Basins.

Morris: Have you ever talked to California legislators about how you felt, or have they ever come to you for information over the years?

Heard: No, it was beyond that. There was no place for anybody except the representatives. Our representatives in Congress worked on it all the time and we were in touch with them.

Business Ventures: Heard Investment Company, Butane Company

Morris: I'd like to ask you a little bit more about your responsibilities in the Heard Investment Company. We talked a little bit about that before; those have carried on from Arizona and you moved the company here to the Bay Area?

Heard: I think we covered the early stages of the investment company and the development that Father did in various developments around Phoenix.

Morris: Did you feel a responsibility to continue his interests in Arizona itself and the Phoenix area?
Heard: Well, of course, he died in 1929, and he left a lot of things that were still in the works—housing developments, for instance, that had gone very well, and then the Crash came. What we had to do was go in and see what we could salvage out of it. One of the developments—we finally gave a strip along it to the city as a park, because things were pretty tough there during the Depression.

Morris: On through the thirties, yes.

Heard: Yes, and one of the buildings—he was in several syndicates that built buildings, like the Security Building and the San Carlos Hotel and others. We turned back our interest in that so the bond holders could take it. So a lot of what I had to become interested in was trying to salvage what there was there; because all through Father's lifetime the place had always been growing and developing, and then he died just before the big crash. Of course, that created all kinds of fun.

We sold the Heard Building in 1951. So the only real responsibility was relative to the ranch, and then the Butane Company which had started back in the thirties.

Morris: The records that I've been through say that you started both the Butane Company and Photo and Sound in 1939. Is that right?

Heard: Photo and Sound in 1939. I think with the Butane it was earlier—I think it was about 1936, but I'm not sure.

Morris: Then let's talk about the Butane Company first. Was that a project of the development company?

Heard: No. We started the one tank out at the ranch. A promoter from Florida came through with this great idea that they would service in trucks going from coast to coast, and that bottled gas would be the main thing.

Morris: Before then people on ranches didn't use bottled gas?

Heard: No, it was just developing then. But the idea of transcontinental trucking with propane never developed; the diesel came along and was the answer to that. We did develop a business for the outlying districts—for farms, for pumping water, for heating, and so forth. Some of the problems were pretty tough, because the propane won't flow if it gets too cold, and some of the users used to do what we call a desert heat exchanger: they'd build a little fire under the tank.

Morris: That would be dangerous, wouldn't it? [Laughter]
Heard: It certainly would. Then they tried converting trucks to butane—the same thing happened. At that time it was mostly pure butane—the propane mixed with it, or mostly propane, will gasify at a lower temperature. In the beginning the truck drivers used to go up to Flagstaff, and then the carburetor would freeze up on them, and they'd use a blow torch on it.

Morris: Did you lose many truckers?

Heard: No, we were lucky.

Morris: Who was the Florida promoter?

Heard: I can't even remember his name.

Morris: Was it his butane you were distributing?

Heard: No, no—we were an agent for Shell, through Shell Oil. We got our gas almost entirely from the Los Angeles basin, and they used to truck it over in these great big trucks; we had three of these enormous trucks with the trailer behind. It used to scare the daylights out of me, because they were just barrelling across the desert—if there was an accident it would really be something.

Morris: And roads weren't what they are now.

Heard: No. We had a business that went all the way from Flagstaff to Yuma, Bisbee, Tucson, Phoenix, Buckeye, Casa Grande—we pretty well covered the state. Then we sold out to Petrolane, which is one of the big companies. Our competition was largely the Fannins—you know, Governor Fannin and his brother.

Morris: Was he in the Petrolane Company, or did he have another independent like yours?

Heard: No, he had a local one. We were the two main ones, and then there was a small one over in Tempe. You'd think that business, in a state like Arizona, would be good, but the gas lines came from Texas right through Arizona in the north and in the south, and made gas available to many districts, so we were always having to go out further. I think it's still a good business. Petrolane's done well with it.

Morris: Had Petrolane started business about the same time you did?

Heard: I don't know. They were out of Long Beach; they were a California company.
Morris: I was wondering what the ranchers and the people in small towns used for running their houses and their farm implements and whatnot before the butane was available?

Heard: They had, in some cases, of course, electricity, but that's very expensive for heating water and so forth. If they don't have electricity, why, they use wood. Matter of fact, we used to have a big wood stove in our house in Phoenix. And Mother for many years thought that that was the only way to go. Oil—of course you have oil for heating the house.

Morris: Farming was the major activity, wasn't it, around your part of Arizona?

Heard: Yes.

Morris: Was that mechanized enough so that the equipment needed fuel of one kind or another?

Heard: Well, gasoline, yes. The tractors were all gasoline until we started converting. The advantage of liquified petroleum, either butane or propane, is that the engine lasts better, and you don't get the dilution of the oil because it's a gas to start with; it's a more efficient method. But, of course, it all depends on the price structure. Originally the liquified petroleum gas was more or less a by-product, and the structure was such that it had a price advantage.

Morris: So originally it was quite inexpensive to purchase and your major cost was shipping it and bottling it?

Heard: Yes. You say bottling it—some of these installations would be five thousand gallon tanks.

Morris: And that would come right out of the tank truck coming over from Los Angeles?

Heard: We had tank trucks, and we would also get railroad cars. But we had a lot of large storage rooms. I mean, an individual farmer would have—well, up at Tahoe we had two five hundred gallon storage tanks until we went on the natural gas line. So it isn't just these little bottles. For a big farming operation they'd have a really big installation. This would be particularly true if they were pumping and they weren't where they could get electricity.

Morris: How expensive was the conversion of trucks to using butane? Very ecological in today's world.
Heard: Butane is a little cumbersome because it has to be kept under pressure—high pressure. This means you put a big tank in the back, and that took up the trunk room. People usually wanted to leave it so they could run on gasoline if they couldn't get the butane. That's another problem—getting the butane. So it added to the weight and the expense. I think the Los Angeles bus service is all on butane.

Morris: I hadn't heard that. That's a pretty large operation.

Heard: There are some municipal operations, but mostly diesel has taken over.

Morris: Was this all before World War II, before there was a gas shortage, or did you start converting trucks during wartime?

Heard: Partly that, yes. Quite a few automobiles were converted. But, as I say, it was a mixed blessing.

Morris: In setting up the company, did the Heard Investment Company provide the capital to get the butane operation going?

Heard: The Heard Company had a small investment in it, but it was mostly personal. It got started on a shoestring, because, as I say, we just started with a small tank out on the ranch.

Morris: So it grew out of your own use on the ranch?

Heard: Yes, we were more or less a demonstration of it. We had an arrangement with a tractor company. The Minneapolis Moline Tractor Company brought out tractors and tested them on the ranch. Some of them were converted to butane, some not. All our obligation was to keep them running all the time. This went on for years.

Morris: How did the word get out to other people? Did you set up a sales organization?

Heard: Oh, yes. Sure. We just gradually grew. It was really quite a big operation.

Morris: It sounds like it was. What part of it did you work with yourself most closely? The administration?

Heard: The administration, yes.

Morris: Who did you find to handle the sales?
Heard: Oh, there were quite a number of people. It was a pretty big organization. In some places we developed a branch, in other places we took over a company, like Tucson. We brought the management of that into the Butane management.

Morris: It sounds like the state of agriculture in Arizona was ready for this kind of a service to be available.

Heard: I think so, yes.

Morris: How long was it that the company operated before you decided to sell it to Petrolane?

Heard: Gee, I can't tell you exactly. So many things happened with the Photo and Sound and Butane. It seems to me it was around '58 and '59 that we sold—it's been quite a while.

Morris: Was it ceasing to be as profitable, or did Petrolane make an offer you couldn't refuse? Or were you interested in other things?

Heard: Well, it was a good offer, and we were all getting older. This was a tendency all over the country for bigger companies to come in. Petrolane is very big—they're all over and have been very successful. So we just felt it was better to let somebody else carry it for a while.

Morris: Yes, and I would think also after a certain amount of time, when you've got something started and have run it for a while—bored is probably the wrong word, but other things were more interesting.

Heard: As far as I was concerned, the hazard of it was always a bother. Butane has had some bad publicity because of the fires that happened. Unfortunately, butane is heavier than air and it goes down and settles. Then if you get a pocket and there's a spark, it creates a bad fire. There've been some really bad ones.

Morris: I can believe that. Your company didn't have any, did they?

Heard: We had a few water heaters and whatnot, but nothing very serious, fortunately. But it is a hazardous operation.

Morris: It sounds like Photo and Sound was more to your particular line of interest.

Heard: That's right. I don't remember how much we talked about that.

Morris: Just a little—that you were doing training films, and that you did some wartime films. I was highly entertained at the story
Morris: that at one point Mrs. Heard and a couple of her friends did the vocal for one of your films.

Heard: This was for the commercial. We were doing commercials, too, like Pet Milk and so forth.

[end tape 29, side 2; begin tape 30, side 1]

The Heard Museum and the Museum of Folk Art

Morris: So keeping the Heard Museum financed has been your major activity?

Heard: That's been most of it, because it wasn't a very heavy endowment. We've been working with the endowment, the Heard Museum Trust, which the Heard Company is the trustee for. It has developed a very much broader base of support in the community in the last few years, and what we provide is a small part of their income now.

Morris: Did you and Mrs. Heard work with the museum people on figuring out how to broaden the base of support?

Heard: Yes, we worked on the long range plan. There've been two long range plans. But it really has come of age and has become an important institution in the community.

Morris: I would think so. Is it also a kind of research and study center?

Heard: Not as much as some people would like it to be. There've been attempts to go out and do digs and so forth, but we work with the university at Tempe—Arizona State University. Some of the students over there do research. But the main function of the Heard Museum has been to collect, show, maintain, and study the various forms of artistic or utilitarian works of the Indians, both historic and prehistoric. And then also their life and their culture. The [Barry] Goldwater Kachina Collection—a whole room was originally just for the Kachinas. Now that's been redone to give the whole picture of the Hopi culture, which is much more meaningful, I think. Barry is pleased with that.

Morris: Did the museum and the university work together in developing anthropological studies in Arizona or Indians of the Southwest?

Heard: Not particularly, no. We've always been interested in the university, but there hasn't been any great collaboration. There are three museums, really: The Museum of Northern Arizona at Flagstaff, then there's one out of Globe, which is more or less a
Heard: private affair and the Heard Museum. No, our people regularly have classes over at Tempe, and the students come to study at the museum—both ways.

Morris: Is the Indian cultural and anthropological area a specialty either for the University of Arizona or for Arizona State?

Heard: Arizona State more, I think, although University of Arizona has done it, too, for a long time.

Morris: What led you from the Museum into the Museum of Folk Art? Are they connected at all?

Heard: Well, Mother's sister, Florence Bartlett, bought a ranch out there, out of Santa Fe, and she also traveled a great deal. She had collected folk art all over the world—mostly costumes. She would come back with her pictures and the costumes and give lectures in Chicago. She had a feeling that these folk art cultures were a bond that unites the people of the world, and that was what she put on the front of this building. She had a very, very ambitious idea there, and she wanted it to be a center for people to come and study the folk art of the world and adopt it to modern usage. She wanted to have little houses, like they have in Norway or Sweden and so on, representing the different cultures.

She had a small Swedish house which she imported when she was active at the Art Institute in Chicago.

Morris: Did she live in it before that, or did she just import it as a cultural example?

Heard: No, this is small, very small.

Morris: Good for her! What an enterprising lady.

Heard: Unfortunately the termites ate it up. [Laughter] But she got the idea that she would like to put her collection in a museum. She approached the Art Institute in Chicago, and they were very glad to do it if she would--

Morris: Endow it. [Laughs]

Heard: Endow it—you guessed it. She thought that this was sort of too much and so she ended up out in New Mexico giving her place and building this museum, leaving her fortune to it. It cost several times what it would have in Chicago to do it. Her study never took hold—let's face it, Santa Fe is pretty isolated; it's not like Chicago.
Morris: That's true. But isn't it also a Mecca—people go there because it is a cultural gem?

Heard: That's true, but the idea of students studying there has never materialized. Of course, Santa Fe wouldn't go for the idea of having different little houses from different parts of the world—they insist on Spanish architecture. So it was a frustrating experience for her, but it has developed into a very fine museum now. The illustration in the front of this brochure is what she did for the opening of the museum, which was in 1953. This was the centerpiece, and it was mostly costumes that she had collected. She was particularly interested in costumes and fabrics. She had a citation from the King of Norway.

Morris: Did you know her particularly well, or was she always off on her travels collecting things?

Heard: Oh, no, she used to come out to Arizona. You'll find her in the guest book a great deal.

Morris: Would she bring her treasures out and show them to you?

Heard: No. She kept those in Chicago.

Morris: When did she move to Santa Fe herself?

Heard: Well, she never did move to Santa Fe. She had an apartment in Chicago, but she had a ranch up north of Santa Fe for a number of years, and she used to come out there and entertain people from Chicago.

Winifred and I are honorary members of the board, and our responsibility there is to see as much as possible that they're doing what they're supposed to do—that is, maintain a museum of international folk art. People can't even decide what folk art is, so it's a little difficult.

Morris: Very flexible category.

Heard: Yes, and in addition to that the field is so tremendous that you have to limit it to a certain extent. And the availability of folk art—it's become very popular and it's hard to collect anymore. So they're doing a better job, but the whole interest in New Mexico, of course, is Spanish stuff, and this is all a part of the Museum of New Mexico in Santa Fe, which has several different parts: Palace of the Governors, the anthropological museum, and the art museum. They were very heavy-handed in the early days and wanted to make the folk art a Spanish-American folk art museum. One time we were very unhappy with it. The Northern Trust Company is the trustee of the trust that she set up for it.
Morris: That's your grandfather's bank, isn't it?

Heard: Yes, one of them. So we had some rather hot sessions. Now they have got a very nice arrangement and they're doing very good work. They had an outstanding exhibit there a year ago on what folk art is. They had different displays all around with, "Is this folk art?" "Is that folk art?" But folk art is a big subject. They're working on getting a very famous collection from a man in Santa Fe, which is called a toy collection but is really more than that. Alexander Gerard's--have you heard of it?

Morris: I hate to tell you, but I think I recently did a jigsaw puzzle that was made of selections from his exhibit. You know--one of those marvelous ones with lots of little, tiny toys all in a collage. It was fascinating.

Heard: He's got a big warehouse up on the hill there in Santa Fe, full of these things. It's a little sticky getting an arrangement that's satisfactory to him and to the museum.

Morris: Even though most of his things are in the warehouse?

Heard: Yes.

Morris: He's not ready to release them for general viewing?

Heard: Oh, yes--he has traveling exhibits and so forth. The last directors' meeting they were still working on it trying to arrange--everything requires a little bit more building, you know.

Morris: That's true, so that from the museum's point of view--

Heard: The museum has been enlarged from the original, and it's a beautiful installation with air conditioning--in some ways much superior to the Heard Museum in the ability to store and keep things. The Heard Museum has got the Fred Harvey Collection on loan, which is another thing they haven't finally decided what to do with. That's a very beautiful collection. Then we just got this new collection of jewelry.
Morris: One other aspect—I'm not sure if this is Phoenix, or Bay Area, or just is attached to you and Mrs. Heard: At one point did the two of you set up a Heard Foundation?

Heard: That's right.

Morris: When did you do that?

Heard: It was quite early. As you know, agriculture is an uncertain thing. The Bartlett-Heard Ranch would sometimes make considerable money and other years it wouldn't make anything. So the idea of the Heard Foundation—we would give in good years to the Foundation, and then it would be available for charitable purposes in times when it was tough. So the Butane contributed to it and the ranch contributed to it.

Morris: How about Photo and Sound?

Heard: Photo and Sound never got very much involved in that.

When the home place, Casa Blanca, was sold after Mother's death, the proceeds of that went into the Heard Foundation. And then those proceeds were turned over to the Heard Museum in a few years to help them.

Morris: As an endowment for them?

Heard: Not an endowment.

Morris: As a capital fund of some kind for the museum?

Heard: Yes, they're still keeping it separate. We have an arrangement with the Phoenix papers and they keep that fund separate; so if we don't meet what we're supposed to, to match the funds from the Phoenix papers, they could take it from this fund.

We used to do most of our giving; we would give to the Heard Foundation personally and through the company, and then the Heard Foundation would make the distribution and even it out. Then, of course, the laws got so—there had been abuses in these foundations. We never took any salaries or anything like that from the Foundation. It was strictly for charitable use. But there were a lot of foundations that weren't, so they passed these laws that they had to distribute a certain amount of the capital.
Morris: Yes, that was about 1969 that they really tightened up and solidified the tax reform law.

Heard: That's right. So we didn't fit into the picture anymore. You had to make all these reports and do everything. And you had to distribute part. Well, that isn't what we wanted, so we liquidated it.

Morris: Had you set it up originally on the advice of an accountant or an attorney?

Heard: Both.

Morris: It sounds like it really only existed for maybe ten or fifteen years?

Heard: Oh, more than that, I think.

Morris: It was in '69 that there was a major tax reform legislation that had a big section relating to foundations reporting.

Heard: I would say that we started it in the forties some time.

Morris: After your mother's death?

Heard: No, no--Mother didn't die until '51. We started it long before her death.

Morris: Oh, I see. Did you get involved with people knowing there was a Heard Foundation and reminding you about their children's home?

Heard: We still get mail.

Morris: Addressed to the Heard Foundation?

Heard: Oh, yes, all the time.

Morris: You must have gotten listed in a directory somewhere.

Heard: Oh, yes, sure.

Morris: What did you do? If you and Mrs. Heard had your ideas already about the kinds of things you wanted to make charitable gifts to, what did you do when people wrote in quantity asking for a grant for a particular project?

Heard: Well, we studied it. It depends on whether it came under our personal giving or whether it was foundation giving. Some of it was both ways. We do an awful lot of small things. Mrs. Heard
Heard: has a list—I think we have about a hundred and fifty different things that we give to now.

Morris: We were talking about this last week, and it sounds like she has some things that she has an interest in, and then you have other things that you're interested in?

Heard: Yes.

Morris: And then do you sit down and talk about it every now and then?

Heard: That's right.

Morris: Is this something that you learned from your parents—a sense of responsibility for providing money for philanthropy?

Heard: I think so, yes. Of course, Mother was very active in a lot of little things. She was always doing something. I don't know if Winifred's told you about the things that she did or not.

Morris: Just touched on them slightly. When your mother died the community thought enough of her that there were quite a number of testimonials, weren't there?

Heard: Yes, she was Woman of the Year in 1948, I think it was. It was just before she died. But she had done things all her life. She gave a gymnasium and pool to the YWCA; she gave a building for the Social Service Center; the Heard Museum, of course; Phoenix Women's Club. She was just interested in a lot of different things and gave a lot of her time to them. Little Theater and whatnot that she helped support.

Morris: How about your father? Was he interested in the same things, or did he have a different view of what kinds of things should be encouraged in the community?

Heard: They cooperated pretty much.

Morris: So you grew up with an expectation that this was one of the things that one does in the world?

Heard: That's right.

Morris: Have there been any major changes over the years in the kinds of things you and Winifred have wanted to support?

Heard: Well, of course, when she was so active in the YWCA there was a larger percentage in that. Now it's changed to the University and Alta Bates to a certain extent, and the World Affairs.
Morris: That's one of the few things that the two of you have really done together in a sense, isn't it?

Heard: Well, I've never been active in the YWCA, if that's what you mean [laughs].

Morris: Well, there are little mutters here and there that the YMCA and the YWCA should merge, so maybe we'll get you on one of the YWCA boards yet.

Heard: No, don't do anything about that--she's not very happy with the YMCA. [Laughter]

Morris: You're very supportive of her activities. There are not many men in this world who could be.

Heard: That's the only thing that keeps her going, I guess. I think she does too much. But she says she would die if she didn't. She was really tired yesterday going off to New York.

Morris: I can believe it.

Heard: This is a crucial meeting for the Traveler's Aid--what they're going to do. A lot of these organizations are going through a period of change. The USO particularly, and Traveler's Aid. Other organizations have taken over certain functions, and the feeling against the military is so strong now, that the USO has a bad time.

Morris: Thinking back over the years, and the kinds of things that Mrs. Heard has been involved in, what has she brought to you for discussion of what they're going through, or what kinds of things really impressed you most about what she's done over the years, that seem to really mean the most to her?

Heard: Asilomar, of course; but it's hard to say, she's been in so many things. When she was on the State Recreation Commission I used to get involved to a certain extent because of their meetings all over--all the way from San Diego up to Eureka. I used to go along to drive, if we were driving. I learned quite a bit about that. She was also very active in the Delinquency Prevention program.

Morris: Yes. As parents yourselves, would this have been something she would have talked about at home to you?

Heard: Well, the kids were all grown up by the time she was in it.

Morris: Yes, but one of the things that's interesting about the way volunteer organizations run is whether the people on the board take home ideas and talk about them to their spouses and get the
Morris: benefit of their ideas as to what's going on and what the decisions might be.

Heard: Oh, sure. Of course, if you're not right on the job with it, it's awfully hard, because these things get very complicated.

Morris: How did you get involved with the Musa Alami Foundation? Jerusalem's a far part of the world for the Bay Area.

Heard: You know that we had an Arab student living with us for five years?

Morris: Yes.

Heard: We visited them, and we've known the Steve Bechtels—they've been interested in AUB and so forth for a long time—and Gigi Stevens—Georgiana Stevens. I think the first, before the Musa Alamis, was the Spafford Children's Center in Jerusalem.

Morris: Did the Arab student living in your place get you interested in Jerusalem as a part of the world?

Heard: Yes, Winifred was on the I House board for a while. The Spafford Children's Center was up on the top of a wall in Jerusalem. You walk up these stairs, and people were shot at in the early days. Mrs. Vesper—she was an amazing person, was Mrs. Vesper. She came out there when she was just a very small child. They established the American colony in Jerusalem, and then established this children's hospital on top of the wall in Jerusalem. We'd been all through it and contributed to it. That was the one we had the longest association with.

This Musa Alami is quite a remarkable man.

Morris: It's a person—Musa Alami?

Heard: Musa Alami is a person, yes. He comes over and gets money. I've got a picture of him here someplace. Lowell Thomas is very active in this, too. He's on the board and does a lot.

Morris: The letterhead has a Washington, D.C., address. Does that mean that the supporting group can do its work here in the United States, rather than tooting off to Jerusalem whenever a meeting is needed?

Heard: Yes, but most of the work is in Jerusalem. What he did was try to help on the West Bank—this was before the West Bank was occupied—with developing the farms, citrus and so forth, and working with the young Arabs. He's had a terrible life.

[end tape 30, side 1; begin tape 30, side 2]
July 19, 1976

TO: Members of Board of Musa Alami Foundation of Jericho

FROM: John H. Davis, President

SUBJECT: Report on Recent Meeting With Musa Alami and Joint Meeting with Musa and Representatives of British Friends of the ADS

I have just returned from London where I spent several days with Musa Alami, one of which was devoted to a conference attended by representatives of the ADS board, the British Friends of the ADS and the Musa Alami Foundation of Jericho (USA). Just prior to this meeting Musa had visited with General Odd Bull of Norway, who representing the voluntary organizations of Norway confirmed to Musa that there organizations doubling their support of the ADS this year, part of which will be in the form of a second refrigerated truck.

Today the ADS is operating in the most difficult political climate of its history, aside from actual intervals of war. Evenso, there are certain positive things to report.

1. Musa is undergoing a complete health examination in London and the preliminary report is that his basic health is good, considering his age of 79 years; his heart is functioning well and the respiratory infection that afflicted him last winter has cleared up.

2. Musa has now cleared and prepared for irrigation and cultivation the 400 acres of land returned to the ADS following the international conference in Jericho in October 1975.
Morris: So he's primarily interested in agricultural development?

Heard: And in working with young people. Help for children in the Holy Land is what he's doing.

Morris: Is this primarily Arab children? Or is it Jewish children too?

Heard: No, it's Arab children. In the Spafford Hospital—Mrs. Vesper is dead now, but her daughter is running it. The last time we were there, there were quite a few Jewish doctors treating the Arab children.

Morris: Trained in this country or trained in Israel?

Heard: I imagine they were trained in this country; I don't really know.

When the occupation of the West Bank came, they destroyed Musa Alami's wells and did all sorts of things, which was absolutely ridiculous. Here was something that was good and helpful, and why they should do it, I don't know. They had to fight back after that. When he comes here—Mr. Mardikian and Georgiana Stevens in San Francisco usually have dinners for him and sponsor him when he comes. He puts on a drive for his projects.

Morris: Was it your Arab student that told you about some of these organizations and got you interested?

Heard: I don't believe so—I can't remember that.

Morris: That's interesting that there are about half a dozen Bay Area people on this foundation advisory committee and board. Mrs. [Harley "Hob"] Stevens—how did she get involved in this? Did you bring her on the group?

Heard: No, Georgiana has been interested in that part of the world for a long time. She's written a lot on it, too.

Morris: Has she? I've met her sister, who's also very much involved in keeping good things going in the Bay Area.

Heard: We saw Georgiana in '61, I guess. She was in the hospital in Beirut, very ill. We saw her in Zurich one time when Hob was in the hospital. She's a remarkable woman. She has studied the whole area—Egypt and the Near East generally—and knows an awful lot about it. So her interest has been long-standing. Hob was in the oil business, and they had connections out there.

Morris: So they'd actually spent some time out there and had a chance to really get to know the people and see the countryside?
Dear Bartlett;

As one goes thru this life there are certain people to whom one looks for guidance of different sorts. In my case I have had the rare honor of counting among those people both your father and your mother. What they both have done for me in shaping the pattern of my life I can never tell but I do want you and your family to know of the respect and love I hold in my heart for both of them and particularly your mother. In over twenty years of close association with her every meeting was a looked forward to affair. Her energy, her faith and her determined adherence to the fundamental concepts of truth and honor placed her high above most people but her friendliness and understanding made her belong to everyone.

It has been an inspiration knowing her and the memory of her will forever stir the best in every man's soul. This earth and particularly Arizona has been bettered by her having been with us. She now will make heaven a more pleasant thing to look forward to.

Sincerely

[Signature]
Heard: That's right.

Morris: Did the Musa Alami Foundation board get involved when the fighting started?

Heard: Well, they've just been fighting to stay alive. I don't think, as far as I know, that they have gotten into the political infighting, because he's tried not to. Of course, he's definitely—every Arab that you know out there feels that their country's been taken away from them, and they want it back. And they always will. The argument that they never did anything with it doesn't mean very much to them.

Morris: No, I can see that. How about Musa Alami himself? What kind of solution does he see for the troubles of the Arabs and the Jews? Does he ever talk about that?

Heard: He talks about what he's doing—his work. He tries to stay pretty clear of other issues. They're going on the third generation of people who have been in these camps over there. Some of those camps have forty thousand people in them—nothing to do, just rotting there. We've seen them outside in Lebanon and in Jordan, and it's just awful that people should have to live that way. And they have no hope of getting out of them.

I thought I had a picture of Musa. He's a forceful individual. He's very big.

Morris: Handsome. Does he wear the traditional desert dress?

Heard: I don't know. He doesn't here.

Morris: Help for Children in the Holy Land, Inc., is a separate organization? I see Mrs. Stevens is on the board of both.

Heard: Yes.

Morris: Well, that must make a very interesting contrast to some of the activities you support in the United States.

Heard: This is mainly just a matter of giving a certain amount of money, and we are interested in it. I don't know what'll ever come of it.
Morris: Before we wind up, I would like to get back a little bit to starting Photo and Sound. I know you'd been involved yourself in photography since you were a youngster.

Heard: That's right.

Morris: How did you happen to decide to make a business venture of it?

Heard: Well, there was a small recording company that had offices in the Palace Hotel. A friend of our accountant got interested in setting up a set of books for them. That was Mr. Jacobus, and he went in and looked over this and thought that there was a possibility for a business there. This was in the days when you were mostly disc recording. We also found a little outfit called Colortone that was doing picture work.

Morris: They were doing still pictures?

Heard: They were starting to do movies. So we thought that this was a good combination, and we got together with them and formed this company called Photo and Sound, Incorporated. This was in '39.

It started out—the first picture we made was a picture for Butane that I took down in Arizona, Beyond the Mains we called it. I took all the pictures, and then we bought sound equipment. It was very, very unsatisfactory. The color duplication was bad. We really had ourselves some really tough years.

Morris: Did you do your own processing at that point?

Heard: One of the problems was to find good processing. I spent an awful lot of time investigating processing plants in Hollywood and here and around.

Morris: That wasn't too long after the development of color photography, was it?

Heard: That's right. In '39, when we went to Australia we took color pictures which we still have, and they're still good color. But the color photography before that had not been good. The first time we got slides back in Sydney, Australia, in the Eastman place there they had projectors and were projecting my slides, and the first thing I knew there was a whole crowd around looking at them—Fiji and so forth. It was color! It turned out that Eastman was still selling their old film in Australia, and we had the new film in 1939, which was much better. So it was just about the time when color film came out.
Heard: We used to have some terrible times. One of our accounts was the Tidewater Oil, that used to have these green colored stations around here. And trying to get the right green for those stations, for their signs on slide film or on moving pictures, was just a terrible headache. We were in at the beginning of it. In those days they were recording—we had a great big machine that weighed several tons with a wax disc in it. They did it on wax—it was the master.

Morris: This was for radio announcements? Or the sound was separate from the film?

Heard: Well, yes. You did it on a record and then put it on the film; you did both. We were working in sixteen millimeter, and at that time there wasn't any very good sound camera. We had some problems, but we finally got most of them licked, and we did work for the navy, work for the shipbuilding.

Morris: On that first film that you did for the Butane Company, do you remember what kind of a camera you used?

Heard: We had a little Eastman.

Morris: You say a little Eastman—it was a home model rather than a professional model?

Heard: Yes, it took a cassette. It was just a small camera, but it wasn't a bad film. We've still got the film somewhere, I think.

Morris: And how did you use it in the Butane Company?

Heard: Used it to show the use of butane—on the farm, with the tractor and in the home. We did kitchen shots in San Francisco. For those we had to use a professional camera. But most of the field shots I took were where we were pumping water and heating houses, and something of our plant and how it was delivered and all the rest of that.

It was similar to some of the things we did for Pacific Gas and Electric. Some of them were training films, some of them were public relations films.

Morris: For their own employees?

Heard: Training for their own employees, and some of them for public relations.

Morris: How would they use those in the early forties? We didn't have television commercially then.
Heard: No, they would do it in meetings and so forth, going around.

Morris: How did you connect up with PG&E?

Heard: Oh, we had a lot of them. We had Leslie Salt, Cutter Laboratories. Then we did a picture for Barry Goldwater on his trip through the Grand Canyon. He took the pictures and we put the sound on it.

Morris: I noticed that in your outline. Was he yet in politics? Was this a film for his professional use?

Heard: No, no. He's got a lot of things besides politics. He's a wonderful photographer to start with. And an explorer—he's found some of the natural bridges that nobody else has found.

Morris: In the Southwest?

Heard: Yes.

Morris: Would you and he have been friends growing up?

Heard: He's ten years younger than I am, so we weren't in school together. Frank Luke was at my time. You know, Frank Luke was the balloon-buster in World War I?

Morris: No.

Heard: There is Luke Field in Arizona, and his statue is out in front of the capitol. He was about to be court-martialed when he was killed.

Morris: Oh, dear. He sounds like the barnstorming generation of aeronautics.

Heard: He would go up and break the balloons; in those days the Germans put up observation balloons. He had been grounded because he was a daredevil, and he wasn't supposed to be up there. He was shot down, and he shot it out with the people on the ground and was killed. But he was in our physics class. And Lloyd Treital—his father owned the other newspaper at that time—and I were—

Morris: He was your partner in your first photographic venture, wasn't he?

Heard: Lloyd? No, that was getting out the annual. But Frank used to come into our physics class and say, "Where are we?" because we had to do all his work for him. After he got in the service he changed completely, and he really worked. He was still a rugged individualist, but he had a tremendous reputation in the war.
Morris: I can believe it. Did you and Mr. Goldwater know each other as fellow photographers?

Heard: No, because, as I say, he was ten years after—he was around at a different time. I didn't know him.

Morris: How did he happen to come to you to get this film completed, if Photo and Sound was in San Francisco and he was in Arizona?

Heard: Well, he knew we had it, and he wanted to get a record of his trip through sound. It wasn't the best job we ever did, because we were still having trouble with color and so forth.

Morris: Yes, April '41 was the date that you noted that you did the film for Mr. Goldwater.

Heard: Yes. When I watch the television and the ads that they do, knowing as much as I do about how complicated it is to do it, you just marvel. Those things are terribly expensive to do, you know.

Morris: I've heard that. They go out on location.

Heard: Fantastically expensive. Takes a lot of research and everything else to do, and you've got to get the thing right. In one of the PG&E films it was: "What it does not show in this picture." He's supposed to take up a canvas bucket so that he wouldn't drop them on people's heads. "What it does not show in this picture." We were supposed to get a picture of it. [Laughter]

Morris: So you had to write the script around what film you did get.

Heard: Oh, what headaches. I remember trying to get a picture—their propaganda about what it took to make a company like PG&E. A young couple thinks they will do this—it will be very nice. So they start out to see what it takes to get a company going. One of the things we were going to do would be a picture on the top of a hill looking out, and we had rain for a month.

Morris: You should get that film out and show it again.

Heard: So we finally had to do it in the house. No, motion picture production is really something.

Morris: Would a company come to you with a script already written and just say, take the film, or would they talk with you from the beginning about what it was they wanted?

Heard: It works all kinds of different ways. Usually we wrote the script and then got it approved. We had a fairly good-sized crew.
Morris: That was what I was wondering. You said you shot the first film—how long was it before you had enough business so that you were bringing in cameramen and writers and people like that?

Heard: Oh, almost at once. Then, of course, when the war started we got into the recording—for the Philippines, primarily—for the OWI [Office of War Information]. They had nine different tribes, dialects, in their recording. And then these would go out for news releases and so forth.

Morris: Where did you find people speaking different Philippine dialects?

Heard: The OWI had them. We were furnishing the facilities.

Morris: Then they made broadcast recordings?

Heard: They made disc recordings. Now, how they distributed them depended on the facilities.

Morris: Were there other companies in the Bay Area doing this same kind of audio-visual films?

Heard: Oh, yes!

Morris: Who were your major competition?

Heard: Palmer Company—I think they're still operating. Then one of our employees—well, he's doing mostly still work. Palmer was the principal one.

Morris: Same question here as on the Butane Company: would the Heard Investment Company provide the initial capital for starting something like this?

Heard: No, it was family capital.

Morris: Did you have any partners, or was this a Bartlett Heard—?

Heard: This was a stock company. I ended up with all the stock in the end, because after the war we had a fairly big crew and business was not very good, and people wanted to go to Hollywood.

Morris: Did they?

Heard: Oh, sure. That was before San Francisco was popular. The big studios were getting into this. They turned up their noses at these commercials in the first place, but then they discovered that they were good revenue, and so they went into it and it dropped off. We were a big crew with very little business, so we sold
Heard: off the film production to one of our employees and sold off the recording business to John Wolf, who had had it in the first place.

Morris: And he'd been your employee while it had been part of Photo and Sound?

Heard: That's right. Then the company evolved from that into distributor of audio-visual materials, primarily to education throughout the state and Washington. We now are making quite a large effort towards getting commercial business, and that has grown considerably in the last few years.

Morris: Distributing commercial films?

Heard: No, selling equipment and software--

Morris: To film-makers?

Heard: No, to corporations. The corporations are using audio-visual materials for training and for selling a great deal.

Morris: The projection equipment.

Heard: The projection equipment and the software--the screens and overhead projectors and all. With the schools a lot of it is in the reading.

Morris: The materials that go with the training films, as it were.

Heard: Yes. The educational field is still the largest field, but there is a real opportunity in the industrial field, too. Almost all the big companies--they're using audio-visual things very extensively in their annual meetings and in their training and sales meetings and things of that sort. So almost every business that starts up develops a special room for audio-visual. We furnish a lot of that.

We also do rental equipment. We have several hotels in San Francisco: the St. Francis and the Hyatt. And we have the new hotel down in Los Angeles, Buenaventura--the biggest hotel in Los Angeles. It's amazing how many organizations come there and have meetings in which they use audio-visual material.

Morris: And Photo and Sound has a permanent lease on these rooms which you have equipment in?

Heard: No, we furnish the equipment, and we have a contract with the hotel. We have a man (more than one now) at the St. Francis all the time. It used to be that we would have to move the equipment around,
Heard: but enough goes on that now most of the equipment is in the St. Francis.

Morris: And your people just schedule companies into those rooms?

Heard: Yes.

Morris: It sounds like it's become very popular, almost fashionable, to have audio-visual materials as part of any kind of business presentation.

Heard: That's right. I go to the Security Analysts meetings quite often, and almost every time they have something audio-visual. I always have my fingers crossed, because I know it's Photo and Sound equipment [laughter]. In the past there've been lots of failures--people didn't know how to operate them, or films broke, or something like that.

Morris: Do you have your own training films for training people in using audio-visual equipment?

Heard: No.

Morris: As a cultural sidelight on that, I understand that young fellows in school consider it a great honor when along about fourth and fifth grade they're first allowed to run the projector.

Heard: Yes, yes. One of the training films we did during the world war was "Air Raid Warden." We did that for the City of Berkeley.

Morris: Were you the star player? Didn't Mrs. Heard say you did a lot of work as a warden?

Heard: No. I was an air raid warden, of course, but no.

Morris: At what point was the company when you brought your son in as-- what, an executive trainee?

Heard: He came in after we had gone out of the production business, and we were going into the equipment and software. We represent most of the major companies, like Eastman, Bell and Howell, and all that are in the field. They get out a very elaborate catalog that's known all over the West to people in the educational field. Most of the salesmen in Photo and Sound are trained in the technique to furnish the school with the best thing for what they would do.

    Photo and Sound has an office down in the Showplace. You know where the Showplace is? It's where the big companies have displays.
Morris: It's a permanent display for salesmen.

Heard: Yes, and we have a lot of people come in there--have seminars from the schools on the use of the audio-visual materials.

Morris: Did you start your son out in the sales end to learn all these kinds of lines you were dealing with?

Heard: He started in riding a motorcycle, delivering projectors and so forth. I remember one of his most embarrassing moments was when one of those big screens dropped off his motorcycle in the middle of Market Street.

Morris: Oh, boy. This was while he was still in school--he'd come in and work on vacations?

Heard: Yes. He started in the office.

[end tape 30, side 2]
Support for School of Social Welfare

Morris: Did you see Dr. Chernin at the Council on Social Work Education conference in Phoenix this year?

Winifred Heard: Yes, it was primarily made up of deans and staff of social work from all over the country. I've never been to a conference like this before, and yet I know it's true that everybody who's in the academic world has to publish, otherwise they don't get their advancements. Every day they had a session where I guess the authors would talk about their books. I concluded that everybody in the conference had written a book or two; at least they had a study.

Milton was speaking at the final banquet, because he is retiring this year, so he was working on a speech to give them advice that they won't heed [laughs]. The last day he came to the session on volunteers I was at. Afterwards Milton introduced me to Dean Brown and some other people, and he was telling them about various and sundry things that our family's done for the School of Social Welfare, which is really the way we started giving to the University.

Morris: What first appealed to you and your husband about the School of Social Welfare as a place to support?

Heard: I guess because it's sort of my field, and because I've known Milton Chernin since 1949. He was on that first delinquency prevention committee. Then, of course, Gertrude Wilson was in that school. She's one of the people I admire most extravagantly. I
Heard: took some graduate work in that—not for credit, but just to observe. So we knew what they needed, and one of the things they wanted was a two-way viewing room. Well, with Photo and Sound we're in that kind of business, so through Brad we gave that viewing room.

We also gave a sum which is to be used by the School of Social Work for the dean, because one of the things I heard complaints about was how many lunches and things the deans of the various schools have to give to visiting firemen, and how much this costs. So I think it's something like five hundred dollars a year they get for this dean's fund.

Milton was telling this to Dean Brown, and the dean said, "That's the best thing I ever heard of. I can tell you there were times when I couldn't buy the children a pair of shoes because I had so much entertaining that I had to take care of." So I guess he thought it'd be wonderful if we'd be interested in ASU [Arizona State University] to that extent.

Morris: Was this before it was customary for deans and chairmen of departments to have a discretionary fund?

Heard: I don't know of anybody that has one. That's why Milton was telling Dean Brown about it with such great relish—that he was far out in front.

Morris: I should say so. Did this just come about? Or did you and Bartlett think that this was a good thing and offer to do it?

Heard: Well, I guess when we heard that this was something that was needed we felt it was a good place to put it. That's long before I got involved in the Robert Gordon Sproul Associates, which is now my major responsibility. So that was kind of fun.

Robert Gordon Sproul Associates

Heard: Well, I guess that really leads into the University of California. I should have asked Dave Rice, but I don't honestly remember how many years it's been that Bartlett and/or I have been on the delegates list to the University. There's a delegates body of a hundred and fifty, and they rotate around with different people coming on periodically.

Morris: These were delegates from the Alumni Association to the University?
Heard: Yes, and it's from that board of delegates that members of the Foundation board were selected, although I'm now informed that this is not obligatory. But one of the things that has differentiated Cal from other universities is that they have always drawn the board from alumni. Many other universities have really gone out to get people who could do jobs that they needed. I think that there may be a change in the University of California to make it a little more open, because you can't always find within the alumni group just the person you want for a particular job—particularly right now, when the University has got so many special projects going.

It may well be that for the Engineering School or something like that you may want to go after some big person. I've recommended two people for the board, neither one of whom is an alumnus, but who could, I think, bring important contributions to that board, not only in the fund-raising field, which is its major responsibility, but in just general knowledge. So I don't know what will happen, but we'll see when the nominating committee comes up this June.

In the Berkeley Foundation board of trustees, I'm not sure that everybody's on a committee or that they're doing anything. This is what I was talking with Dick about. How are you going to relate those people more closely to the problems of the University? Certainly you can't do it in a two-hour meeting once or twice a year.

Morris: You have to follow it up and find something they would like to do that they will then do, and see to it that they do it?

Heard: Yes, that's right. And with the emphasis as it is now on fund-raising, you need a different kind of board member than if it's some other emphasis. We were talking about the priorities. And then you recruit people around those. They don't necessarily have to be on the board. They can be on a committee, which is what's happening in this big drive on the Engineering School. They've got a lot of people who may have been but aren't now, long time supporters of the University, or are known in engineering circles. Quite a few of the men whom I approached to be a solicitor can't accept because they're working on the engineering project. Well, that's fine—they're working.

Morris: It's all the same university.

Heard: Yes.

Morris: When you first went on the Foundation board it was the UC Alumni Foundation, wasn't it?
Heard: No, no, I've never been on the Alumni Foundation. This is the University of California, Berkeley Foundation. I don't remember when those two were separated, but it's always caused confusion—nobody really yet understands the difference.

Morris: That was why I was trying to sort it out.

Heard: I can't really help you, except that the Foundation is composed primarily, as I said, of persons drawn from the board of delegates. I first went on the Foundation board in 1972, and I filled a one-year term. That year I was on the projects and allocations committee, which was the committee that recommended to the board how we spend funds, divided between all of the things that come along.

In 1973 I was elected to a three year term, and also became a member of the executive committee. Then, in order to keep me on at the end of that time (because you can only go for two terms), I became vice-president at large, which is what I am now. I understand that there are ways in which you can retain a person—I'll probably end up being vice-president at large for another year, although that's not usual.

I've told them I will do the RGSA one more year. This year we're going to try to get a vice-chairman, so I'll turn it over. But I've really worked terribly hard.

Morris: Where did the inspiration come for the Robert Gordon Sproul Associates?

Heard: It came in 1964 during that Free Speech Movement, when there was so much criticism about the University. Ralph Edwards, of Southern California fame, was the first chairman, and he was the chairman for two years. It was the feeling of Ralph and several other people who were on that original committee—Walter Haas was on it, and Dan Koshland, John Mage, Rudolph Peterson, Herman Phleger, Dean Witter and people like that. There were fourteen members; that was the steering committee.

They felt that this was the time for all good friends to come to the aid of the University, so they went out after Robert Gordon Sproul gifts in honor of Robert Gordon Sproul. Membership in RGSA is open to any friend or alumnus of the University who gives a thousand dollars a year, and a life membership is ten thousand dollars.

Morris: How was raising money in the name of Robert Gordon Sproul Associates going to improve relations between the University and community?
Heard: I think it was just to show that there was support among the leading alumni around the country—around the state mostly—that they believed in the University in spite of what was going on on the campus at that moment. There were sixty-one charter members, and all of those who joined through 1965 were voted charter members. By the end of 1965 we had eighty-three charter members.

This policy was administered through the Alumni Foundation, and now it's through the University of California, Berkeley Foundation. One of the things that happened early on, of course, was that the money went through the Regents. The reason we set up this Berkeley campus foundation was to have an outlet for money direct to Berkeley. Before that everything went into the Regents' hands, and it had to be allocated over all the nine campuses, or however many we had at that time.

Morris: When you were on the allocations committee in '72, were you then making allocations to all the campuses?

Heard: No, this was just related to the Berkeley campus.

We have several policies that govern this project. As you know, the University Foundation has got dozens of projects, all of which are important, and all of which are very big—for example, the Engineering School. I see now in yesterday's paper that they're not going to tear down that Naval Architecture Building—oh, that's been argued up and down. The Chancellor's found another space for it, apparently. Another big project is that Nemea dig in Greece, which takes a lot of money.

When I was in New York I noted to my dismay that the last surviving relative of Mark Twain has given all the papers that have been dickered over between Cal and Columbia—had given them to Vassar. I imagine that Jim Hart must be desolate over that.

There are all kinds of things—ongoing things that the development office is responsible for, other than all these special projects. The way that our ongoing fund-raising group is constructed is RGSA, which is the top, then the Campanile Club, then Cal Calling, then the Kinsmen.

Morris: This is money that's going into projects that have already been decided on?

Heard: University of California, yes. Now you can designate. One of our problems with the whole fund-raising effort is you can designate your thousand dollars, or whatever sum you give, to any one of a hundred projects on the University campus. You only have to look down that list to see how many projects we have.
Morris: What is the mechanism by which somebody knows what all the projects are on campus that different people would like some extra money for, and sets up some kind of priority?

Heard: Yes, at the Robert Gordon Sproul board meeting. Let me go on through RGSA for a minute and then I'll come back to that other.

Art of Soliciting Funds

Heard: This, for example, is the list of the people on our prospect list for 1976.

Morris: Good heavens—that looks like several hundred names.

Heard: It is, it is. It comes out of the Development Office, and Dave Rice is the person with whom I work, the staff person who works on that.

Morris: How does he go about developing the list?

Heard: I guess they do it from the alumni record, because we have all of these names. That gives you an idea of what we work from.

Obviously, you have to get a lot of solicitors. So I think the thing I spend most of my time on—I don't actually approach many people myself, directly. What I do is to get the solicitors. I've been doing this since 1973 or 1974. I'm Northern California chairman.

Morris: When you took on the responsibility, was it pretty well set up already?

Heard: There was a plan, but there was not enough staff to do much follow-up until we got Dave Rice. Since then, we've really been able to accomplish quite a lot.

I think two years ago we had thirteen or fourteen people who were soliciting, and they could choose from this list, or you asked them to approach certain people. In 1976, having worked now with Dave for a couple of years, we set out to double that number, and now we have thirty Northern California solicitors. What takes the time is to call those people. On January 2nd of this year I wrote a letter to Jay Ward, who's the state chairman, from Southern California. He's been the state chairman for quite a while. We have practically no activity in Southern California.
Morris: Even though the chairman is down there? Why do you suppose it is?

Heard: Well, there are several reasons, which I hope are no longer relevant, because as of this moment we do have a Southern California chairman—Hugh McGuire. He's rallied several good alumni around him. Of course, USC and UCLA are gung ho on fund-raising down south, so it's a much more difficult area. But there's no reason why we shouldn't have a hundred contributors this year from Southern California if they get going.

Morris: That sounds like what Mr. Kerley was saying on the subject: he seems to feel that fund-raising has a competitive aspect, and that if, for instance, UCLA and USC are going great guns with fund-raising, that somehow improves fund-raising results for the Berkeley campus.*

Heard: Oh, I think that any fund-raising campaign that gets publicity alerts the public to the fact that money is needed. We never started on this fund-raising business at Cal until very recently. I think that something less than ten percent of the alumni in this university contribute, so that we have a long way to go. That's why that great big file of names is so important.

One of the things that they're going to do this year, which they found successful in the Cal Calling—which is the one of entering gifts—is to use students who are paid, because they find that they put it over better. There are only two counties, Contra Costa and San Francisco where volunteers have been very successful in the Cal Calling. It's very difficult in Marin County, and it's very difficult in other places. So they're going to concentrate on using paid students this year on the Cal Calling.

Morris: In all those different counties?

Heard: Yes. They'll keep up the volunteer part in Contra Costa and San Francisco, where they do have competent volunteers who will keep on doing it. One of the problems is that they do it for a year or two, and then they don't want to do it any more. So it's very difficult to get people.

Morris: That's true, isn't it, of a lot of people in fund-raising?

Heard: Oh, my goodness, yes. That's what I'm up against for 1977, which I'll come to. In 1976 I wrote a letter to Jay (it didn't get out until January 2nd) and said, "Dave Rice and I wanted to let you know what we'd been doing in the past year in Northern California for the RGS Associates program. Enclosed is a list of our solicitors: twelve in 1975, of which ten also worked in 1976.

*See Appendix E for interview with Vice Chancellor Robert Kerley.
Heard: We recruited sixteen additional solicitors last year, and an additional four have promised to solicit in 1977. We have also approached five that have had to turn us down because of illness or involvement in other University funding projects such as the Engineering School.

Morris: And that's running out of the Engineering Department?

Heard: Yes, and that competes. [Reading] "Dave did a follow-up on each of the solicitors, and also brought in ten memberships of his own during the past year. We're pleased at the RGS Associates." I'm just abbreviating this in reading it. "Membership has increased from 278 in 1975 to 425 in 1976, and we anticipate further growth in 1977. We think we will have reached and probably surpassed the goal of $415,000 when the 1976 receipts are totaled. All and all it has been a good year in Northern California and we will start up again in the spring."

And then the other part. This is my list for 1977, and what it says on here--well, we'll take Gene Shurtteff, for instance: probably, but I don't think Gene will do it because he's got another big job. Clary [Clarence] Heller isn't well; I doubt very much if he will do it. And so it goes down the list. There are some that are no, and some probably. So it means we're going to have to start working very hard to fill out a list of solicitors, and that's what takes the time. As I've said, I can't tell you how many hours I've spent on the telephone this year calling these people.

Morris: Does that mean you have to go back and talk over and over again--repeat it to the same person?

Heard: No, no--you have to get hold of them. Once I get them they either say yes or no. There were legitimate reasons for every one of them who refused the job.

We ask each of our solicitors to take a maximum of five names from that list that I showed you. What we expect them to do is to contact that individual personally. Now, one of the things that is very apt to happen--and I've made this speech at the trustees' meeting several times, they're tired of hearing it--is that you find that most of the contributions in this level and above are made by people who've got some kind of a reciprocity--an "I give and you give kind of thing: I owe you an IOU; you owe me an IOU."

So it's very important to get people as solicitors who are important in the community, who are known to be philanthropically motivated, who are themselves givers. This is not easy to do.
Morris: At that same level?

Heard: At that same level or greater. So it takes an enormous amount of time to round up these solicitors.

Morris: In rounding up a solicitor, what you're aiming for then is someone who will themselves give a thousand dollars?

Heard: Yes.

[end tape 31, side 1; begin tape 31, side 2]

Morris: Most of the people that you ask to be solicitors are already RGSA members?

Heard: Oh, yes. I think without exception they are members. Well, that gives them a credibility that is important.

In addition to the time it takes to get those solicitors---one thing you were talking about was UCLA: they spend an awful lot more money on raising money than we do at Cal.

Morris: In what ways?

Heard: They have a bigger staff. More of the dollar raised goes for raising it. We come in at somewhere around eight to eleven percent at the outside. I won't tell you how much they have because I don't want to be quoted.

I have a note here that eighteen out of our thirty who solicited in 1976 will solicit in 1977, and we have another thirteen that are probable, so that will give me my thirty-one. But that means I'll have to call every one of those.

Morris: Again to reestablish the contact?

Heard: Sure, reestablish them. So that's what I spend my time doing. That's the reason I think it's going to be very, very hard to keep this thing going, because I don't know a single one of the men who solicits that has got that kind of time.

Morris: Are there any other women who might?

Heard: Over the years I've had about five women---they are not the best solicitors.

Morris: Is there anything about women as solicitors that makes them have less likelihood of success?
heard: I don't know what it is. I won't mention names, but I can think of four offhand right away who are already involved in other things. Or they don't really do the follow-up that is expected. Now, men are worse in some ways, because they just wrote a letter to their people for a long time.

A year ago I made out a chart which we sent to everyone, naming the people they had on their list: "Contacted," "No Contact," "Pledged--Yes or No," "If not, why not?" "Are they apt to give next year?" or "Comments." So that every single solicitor had to send in this report. We're doing the same thing now. That's what Dave Rice has been following up on, and now that he is working with me all the time on this program we are really being able to follow up. He takes the folders to the person's office or home--whatever it is, delivers it personally, sees the names that that individual selects, and then does follow-up. Some of them do it well, and some of them don't. It's all down in black and white, so that the solicitor has a rating now. This has kept them up quite a bit.

Then Morrie Cox has been terribly generous in hosting meetings at the Bankers' Club, and everybody loves to go to the Bankers' Club. Well, Morrie offered, and I said, "We have so many people." He looked a little startled when I said we had thirty solicitors. He told me, "I don't think that all of them will come, but if you will let me share in the expense, since I don't belong to the Bankers' Club and can't arrange it myself--", which he said he would do. Dave and I will set a date for that, not to conflict with the RGSA dinners at the chancellor's house. You get so complicated in all this stuff that's going on.

Anyway, we will have a thank-you luncheon for the solicitors of '76 at the Bankers' Club sometime this spring--I think it will be this spring, although Dave and I have got to decide whether we want it to be a thank-you or a pep-you-up in the fall to start again. Because I suppose 90 percent of gifts to the University comes in in the last two months of the year.

Morris: People are relating it to their tax accounting.

heard: The year-end giving. So that's what we're planning to do. It's going to be a 'thank you and sign up again', or it will be a pep thing in the fall. I would prefer to get it done this spring, maybe in May after the chancellor's dinners are all over. So that's probably what we'll do.
Heard: Anyway, that's the process. As I say, it takes an enormous amount of time. I don't see anybody on our list who's going to do it.

Morris: When we were talking about International House, you mentioned that some of the men have difficulty following through on their obligation.

Heard: They'll write a letter.

Morris: But the general opinion of fund-raising is that men bring in the biggest chunks of money and give the biggest chunks of money on the basis of clapping their chum on the back and saying, "Good old Harry, we need five thousand for this."

Heard: Sure.

Morris: So what makes the difference between just settling for a letter and what will get them out?

Heard: The personal touch on the shoulder--"Dear old Harry, they need you." It makes a tremendous difference. Or who asks you--that's a very important thing, too, because you like to be known, I find in large funding, as belonging to a select group. For example, at Alta Bates Hospital, you noticed that big chart we have there. Well, the Alumni Association has just put up plaques in the alumni house, which we saw at the board meeting on Monday (which Colette Seiple says they're going to replace--they weren't very readable), or life members of RGSA and new members of RGSA. Eventually the new members will get transferred, it's hoped, to the ten-thousand dollar level and be on the other plaque. This is one of the ways in which you move people on.

One of the biggest problems in fund-raising is to move people from one level to another--the Blum theory of the pyramid: you start big like this and then you get up to the million dollar gift. One of the big projects they're going to take on at the University this year in fund-raising is what are called lapsed members. That's people in the one to ninety-nine dollar list.

Morris: And people who have dropped their membership?

Heard: People that have dropped out. So that takes an enormous amount of organization. They've got thousands of names on that list that are lapsed because maybe nobody invited them or they moved or something, or the mail didn't get delivered--I don't know, there are a thousand reasons.

Morris: Or somebody had a bad year.
Heard: Had a bad year, or they don't feel they're needed—it's too impersonal, or something. So the University not only has to have people going out and asking for money, but they've got to have things happening on the University campus that bring people and alert them to the needs.

I suppose it will take a long time to live down the impression of '64. What we need is what the Chancellor calls a stable community.

There's never a trustees' meeting or a delegates' meeting but what somebody says, "What are you doing about that Telegraph Avenue crowd?" And patiently, over and over, we have to say, "Those are not students. That's the Berkeley police's problem." It has nothing to do with the University, but it makes a climate. You can't walk up Telegraph but what you see those kooks wandering up and down there. It is not a good impression. I don't think it's quite as bad now—it's mostly street merchants now. You don't see nearly as many of the bizarre things on the campus as you used to see just even a couple of years ago. So that makes it a better climate.

Morris: You get the feeling after a while that in running something like a University there's always another crisis around the corner.

Heard: Sure. And the crisis mainly is that people don't understand that the University is what makes California great.

Alumni Association Delegates' Relation to the University

Morris: Tell me about the delegates' relation to the rest of the University. The Alumni Association selects this panel of delegates?

Heard: As far as I know. They have a two-day delegates' conference once a year, and organized tours around the campus. Last year I thought was one of the best. We met in the Mining Building, and they had very good speakers. Jim Hart talked about the Mark Twain collection. He was fascinating. I guess I told you I wrote a little note to Ruth [Mrs. Hart] and said, "We've been swept up in his enthusiasm." Another excellent speaker was Neil Smelser from Social Welfare. Then we had dinner at the chancellor's. It's a real good exposure.

The year before we had a tour of the campus. Bartlett probably mentioned this—he went to the Engineering Field Station
Heard: out on San Pablo. They were supposed to see the bridge being knocked down, but it had happened before they got there. And I went to the library.

So they do that every year, and that is really simply to bring a different group to the campus to hear about the problems. I know it was an excellent thing last year. The year before the best person was Glenn Seaborg; he talked on the problems of energy, and that was very outstanding. One of those fund-raising events was a tour of the Lawrence Radiation Lab.

One of the problems at the University, which is a hangover from former days, is that the Athletic Department raises its own funds.

Morris: That was what I was going to ask--about coordination.

Heard: There is none.

Morris: The Athletic Department, it seems to me, is much more aggressive in its fund-raising in the last five years.

Heard: Yes, they've got thousands of people who're interested in athletics. They're somewhat adamant on raising their own money--which they need, heaven knows. They're going to be in real trouble this year because of the pressure to have equal opportunities for women, which is simply impossible in that gym. One of the really urgent needs on this campus is a new gymnasium, enlarged, enlarged, enlarged. They now schedule practices for basketball, for instance, up to 3 a.m. [Laughter]. That's a fact--often that's the only time that they can get the courts. It's really a very big and urgent need.

Morris: Who mediates between the Athletic Department and the Alumni Association?

Heard: Oh, Bob Kerley, I think, has to enter into all this. I know they offer all kinds of little goodies to get you to join. They were going to give free parking at football games, and Bob Kerley called Dave Maggard and said, "Do you know how many parking spots there are on this campus? (I think it's 272)--How many do you think you're going to get?" There are all those kinds of problems that you have to keep going.

[Pauses to look through papers] We have four thousand names on our prospect list for RSGA. We're going to do a direct mail appeal to approximately thirty-five hundred of these who have given in excess of two hundred dollars and who are evaluated as being at the thousand dollar level of giving. And we want to increase our agents by 10 percent in Northern California.
Heard: Oh, another thing we have is the Gold Dust Twins. [Laughter] This is Pappy Waldorf and John Gompertz. They are all gung ho. We develop for them a contact with somebody who is in the thousand-dollar level of giving or more, and they go out and see these people. Last year they brought in a couple of members. And now Dave has been able to give a little more time to it, so they're all set to go. They'll work wherever we have people that we haven't been in touch with before, primarily--like the Fresno area should be really cultivated.

Morris: So the two of them go together?

Heard: Yes, they go together.

Morris: That's a pretty unbeatable team, I would think.

Heard: Isn't it? Oh, then we want to have some other things. We want to give a series of teas for people who have lapsed in their membership or are prospective members. We're talking about having a cocktail party out in the Round Hill Country Club area. Dave and I hash over all these ideas, and that's some of them.

Morris: How much time does it take you, do you suppose, to do all the various pieces of detail on this year-round kind of planning and follow-up?

Heard: Well, it depends on whether it's the solicitation period, like getting the solicitors. I had one work session with Dave last Monday, and then he's coming next week. I probably work with him once or twice a month, not during the summer, and over the telephone very frequently. And with Dick Erickson and Rick Buxton a couple times a year. It's a time-consuming job.

Morris: Plus it must take, as you say, four or five hours to reach that many solicitors and the other people you have to talk with.

Heard: You said it. [Reading] "Our campaign goals are to acquire as many new donors as possible, thus broadening the base." Similar techniques as we've been using, "to double the number of agents throughout California." We've thirty in Northern California; if they would only get ten in Southern California this year we would really be pleased.

Morris: Are you going to work with this new person from Southern California to get him started?

Heard: Yes. I haven't had anything to do with Southern California before but I will this year.
Heard: We've talked about one thing that is difficult to do, and that is at these chancellor's dinners whether there could be a program or not. There seems to be no solution. We have to have two dinners for one thing, it's gotten so big. Spouses are invited, and it brings in a whole different group of people than just the Berkeley Fellows, for instance. It's our tenth anniversary this year and practically everybody knows each other, and we've been there lots of times before. But for the RGSA dinners it brings a lot of new people who get a real bang out of going to the chancellor's house.

Morris: I would think so yes.

Heard: So that is important, and if you have to spread it over two dinners, there's very little time to do much besides socializing. And yet, we would covet the opportunity to do something about filling the program. I don't know what will eventuate this year, but that's one of the things we're working on—to see if we can put a little more content into the meetings.

Morris: Is there a point of diminishing returns, where people feel they have been sold enough?

Heard: I don't know. I don't think they have that many opportunities, for most of those people who come to that kind of a dinner. I don't know what else they get invited to. Because the Athletic Department doesn't have dinners at the chancellor's house, as far as I know. They may have tours of the Lawrence Radiation Lab or something like that. We have those two luncheons at I House before home games every year, and all our RGSA people are invited to those.

Now, this last year Bill Baird organized a cocktail party in Sacramento, and there were about a hundred people there. He got three other people who said they would be solicitors. Well, they didn't do anything, because they got involved in a tax return business, and his firm just couldn't seem to get going on this. But they've promised me on a stack of Bibles that they will work this fall. This is the kind of thing you have to keep on all the time.

Morris: I have heard that the Athletic Department, for instance—I don't think a month goes by that there isn't something that they're looking for money for.

Heard: Oh, sure.

Morris: Some people feel a certain amount of resistance.

Heard: That's right. And I think it's not only the fact that they get so many things, but the temper of them is sometimes a little more
Heard: mandatory than in other appeals. So I hear more kick about the nature of the appeal than I do from the frequency of appeals. But heavens, I imagine an awful lot of people who are Sproul Associates also give to the Bear Backers, which is $250 a year, I think.

This is one of the things I have to talk to Dave about: whether it's possible to coordinate the total giving of a person. You see, we've only got this EDP (electronic data processing) and the computerizing going fairly recently. This has been one of the big projects--developing an accurate resource file. For example, at Alta Bates we know that if a person has given a certain amount of money and the next level is a hundred dollars more, we can write to that person and say, "You have given. Wouldn't you like to have your name in this other category, which you've seen there in the hospital?" If we could combine what a person has given who initially starts as a Bear Backer--if they start originally with the RGSA they can assign, but suppose they initially start with the Bear Backers--how do you get them then over into a major University program?

Morris: The Engineering School.

Heard: Yes, it's a problem that I don't think has been tackled yet. I would like to have a session with Bob Kerley on that idea--just thought of it this moment. When you work on this stuff for years and you're raising money all the time, you get these ideas, and then Dave Rice says, "Gee, fantastic!" [Laughter]

Morris: Has Dave Rice been in the fund-raising business as long as, say, Mr. Hanaman?

Heard: Oh, no, and Dave's much younger. I think he's only thirty-one. But he's good, he's going places. If we had two openings at Alta Bates, I'd sure recommend him for the second position. But he loves what he's doing.

Morris: I would think you would get very much involved in it. Is he a Berkeley graduate himself?

Heard: No, I don't think so. I don't really know.

This is what our literature says about the work of the RGSA: [reading] "We have dedicated their support for the purposes of encouraging and fostering adequate support of the University by its loyal alumni and friends, providing the continuity and framework in which tangible and lasting gifts and bequests can be made." We've got quite a few of those. "Assuring proper and deserved recognition to those whose membership will add so much in insuring the bright future of California, establishing better rapport and a
Heard: free exchange of ideas between its members and University officials." I don't know how much of that we've actually achieved.

Morris: Before the Centennial and then this carefully planned and scheduled fund-raising, were the bequests the primary form or support to the University?

Heard: They weren't to the University at Berkeley—they were to the Regents, and to the University of California. That was the whole reason for setting up this foundation relating to the Berkeley campus. I presume that every other campus is going to do something the same; certainly UCLA does.

Morris: They have. So does Santa Barbara and Santa Cruz.

Heard: Yes, so they're all having to get into the act.

So that's about the RGSA business.

Motivation of a Fund-Raiser

Heard: The University itself, and how that's run and everything, is a different topic, and that, I don't think, is my business. I think you should talk to Gene Trefethen or somebody like that, because he's the chairman of the board. He will be going off in June, and Morrie Cox will be the new president. He's very good in raising money.

Morris: He'll be the new president of the Alumni—?

Heard: No, of the Foundation board. In what capacity I will be there, I cannot at this moment tell you, but the boys have cooked up something [laughs], this I know. They've asked me to do a couple of jobs that I won't even mention, because I wouldn't think it was the place for me, or for a woman. I've said I would do the RGSA for one more year, but after that I hope we can get a new chairman. I don't think any executive in any business is going to put the time in that's required.

Morris: Is that generally true of men in voluntary activities?

Heard: Well, it certainly was true when I was chairman of the development committee at I House. You could hardly move some of those people off the dime. No, it's really hard. And I don't blame them; I can understand this. They simply haven't got that kind of time. I wonder, unless you're retired like Gene Trefethen, how he can give
Heard: the time that he does at the University. Or a lot of other men who really work terribly hard for that University. Or Morrie Cox—he gives an enormous amount of time. Because they have all kinds of sessions with the chancellor. They give an enormous amount of time to it. And then they do a lot of things for the University around the edges that no one else could do, that the chancellor couldn't do—I mean nobody who's official University could do it.

So it's not easy to find people who've got that kind of time and that kind of dedication. And I must say that I'm getting a little weary of this fund-raising business.

Morris: I imagine you would, and particularly since you're doing it at such a very detailed level both for the University and for the hospital. When you first got involved in it, did you see it as a new kind of opportunity or challenge?

Heard: No, I really just got propelled into this in both cases. Like the World Affairs, I've got fourteen names of people to approach in this drive we are involved in for purchasing a new building. Well, Bartlett and I are charter members of World Affairs. We have a very deep, long-lasting affection and loyalty to that organization, and I feel that this is something that I have to do. Besides giving ourselves as generously as we can, we really ought to put our name on the list of those who are willing to go out and try to get other people to do the same.

I don't have any of the huge givers. What I'm working on is the general membership, so probably if I get a hundred dollars out of the person, that will be a fairly good return. But you have to multiply that by an awful lot of gifts in order to raise half a million dollars.

[end tape 31, side 2; begin tape 32, side 1]

Heard: In the World Affairs Council we've got three to five thousand members. There'd be no problem if everybody gave a dollar or ten dollars, but that's not the way you get money. In the first place, you don't have the manpower or the womanpower to approach that many people. To man an approach to that many people, if each one only takes five you've got to have eight hundred people. This is an impossibility.

Morris: What you're saying, then, is that you haven't gone into the organization straight into fund-raising; you started on other things, too.

Heard: No, no—I don't think anybody starts in it that way, unless you're employed in that field. I think you get involved because there is
Heard: a campaign and they're looking for somebody who has a certain amount of clout, and they want them to do the job. That's certainly how I got in at I House. And on the management committee—that's probably how people began identifying me at the University. That's a long time ago—ten years.
XXIX ALTA BATES HOSPITAL

On the Board and as a Patient

Morris: How about Alta Bates? It was 1952 that you became one of their advisory trustees.

Heard: Yes, and then I became a member of the board of trustees--

Morris: When you went on the advisory trustees, was that already the kind of group where they tried people out?

Heard: That's the way we still do.

Morris: That's a very interesting concept that Bob Montgomery was telling me about.*

Heard: Yes, we still do. We don't take anybody onto the board unless they have proven themselves.

Morris: Let me turn it the other way around: when you went on as an advisory trustee, did you have any expectations about yourself and Alta Bates? Did you think that you would stay with it long enough to be one of their major trustees?

Heard: No, at least I don't start out that way, thinking that I'm going to be a big wheel in an agency.

Morris: Or see it as an opportunity, maybe, to develop some new skills?

Heard: No, I don't approach anything like that. I know a lot of people who do. They want their name on an executive committee or officer list or something. I've never started out that way or even thought of doing it, but you just get a certain amount of experience and expertise and you get asked to do these things. Now, I'm sure that Dave Hanaman or Bob Montgomery, either one, waxed more

*See Appendix D for interview with Alta Bates Hospital administrator Robert Montgomery.
Heard: eloquent than my record would justify about my contribution in that hospital. But don't forget, I've been in there seven times. Nineteen sixty-four was such a turning point in my life, being in that place for three solid months.

Morris: That it's really a part of your life.

Heard: It's really a part. I guess when Brad was born was my first introduction. Miss Bates was then the head of the hospital.

Morris: Would you have met her?

Heard: Oh, mercy, yes. I knew her well. She had two adopted children, and I knew them; Peggy was in a Y-teen club I had at Head's.

Morris: Two adopted children—that was very rare, wasn't it, for a single person? How did she manage that?

Heard: I don't know. I really don't know. The hospital was small then, of course. Her house was right next door. When Brad was born—I gave you that speech I made, didn't I, at Alta Bates?

Morris: Yes, at the hospital.

Heard: I mentioned that Miss Bates was there and gave the anesthetic, and if Dr. [Clark] Burnham held your hand, and Dr. Dexter Richards did the operation—you felt that nothing could go wrong. Miss Bates used to come around and stand by your bed every night and wish you well and all that sort of thing.

Morris: Herself, going to visit all the patients?

Heard: Herself going to all patients. Well, it was a little hospital. She could do it. I can't imagine Bob Montgomery being able to do something like that.

Morris: Was there a Herrick Hospital in the twenties?

Heard: I don't know about the twenties. Mrs. Herrick was on the board of the Women's City Club when I was; in fact, she was president of the board. That's another one of my operations—oh, boy [laughs].

Morris: I think we talked about that. You put it in its place in fairly short order.

Heard: Anyway, I decided, "What are you doing in this milieu?"—to be president of that club. No, that wouldn't be my dish of tea. The person who became president was really dying to be president of that club; it meant a lot to her. To me it really didn't. Unless
Heard: you could be in a program situation—I guess that's what I've always liked most. I must have said to you, I'm not cultivating presidencies of organizations, but opportunities for mind stretching and insight into the things I'm not totally familiar with.

And then because I have leisure time—I would go crazy if I were in this apartment and didn't have anything to do. The other day Bartlett said something to me—I guess he was tired and a little bit rebellious about my schedule. So he said, "Do you have any idea how much time you spend at that place?" So I wrote out my January and February schedules and put it on his desk with a little note that said, "Read or comment." Well, I've been to the hospital four times in two months—that's all.

Morris: For two or three hours at a crack?

Heard: No, two night meetings, which he doesn't like. But percentage-wise it's a very small amount of time. So I haven't heard a word out of him since I put that on his desk. [Laughter]

Morris: When Miss Bates was in charge of the hospital, was it primarily a maternity hospital?

Heard: Oh, no, it was a general hospital. Because Dexter Richards was a surgeon, and Dr. Burnham was a generalist. OB was, I guess, a very important part.

Anyway, I started to tell you, after Brad was born—those were the days when you were hardly allowed to turn over in bed.

Morris: You were in bed for two weeks, weren't you?

Heard: I was there for a couple of weeks, and then I came home and had that thrombosis and practically died. A year after Brad was born I had an operation there, having half my plumbing out. As I say, Miss Bates' house was right next to the hospital. I was on the second floor and opposite me, as close as from here to the end of this apartment, was the bathroom in Miss Bates' house. Her son, Roger, used to get in there every morning and sing "Moonlight and Roses." Every morning he sang that song while shaving until I got to the point where if I heard this once more I would scream [laughter]. "Moonlight and Roses" every day.

Oh, yes, I knew Miss Bates for a long, long time. And the tragedy of her life was that she became senile before her death. It was horrible to have happen to a person like her.

I've had two children and four operations—I guess this'll be my seventh or eighth time in the hospital when I was there in
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I've had two children and four operations—I guess this'll be my seventh or eighth time in the hospital when I was there in
Heard: August. So I have a great devotion to that hospital. I'm a frustrated doctor, anyway.

Morris: Are you?

Heard: Oh, if I had been a man, I would have been a doctor.

Morris: Really? And why didn't you?

Heard: I didn't think it was a place for a woman, I guess. But on my mother's side of the family I have three uncles who are doctors. My father's sister married one of these doctors, and one aunt married a doctor. So there were lots of medical men in our family background. No, I like medicine. I guess that's one of the reasons I like the hospital.

Morris: What appeals to you particularly about it?

Heard: I don't know, just curiosity. I would love to go and watch a few operations. I don't really know why I identify now, but I suppose just the healing process or something. Anyway, I like what I do at that hospital. I would give up everything else before I would give up Alta Bates.

Morris: Well, it must be a very dramatic kind of milieu, and to have been there while they've done the kind of expansion they have.

Heard: Yes. Of course it's a frustrating business to be on that board now for all of us, because there are so many changes in the whole field: regulations, restrictions, unions, funding, and all this, that, and the other thing. It's developed, as far as my responsibilities to Alta Bates are concerned, much more in terms of the Foundation, than of the hospital trustees, although I'm on both.

Berkeley Pavilion, Alta Bates Foundation, Friends of Alta Bates

Heard: We organized the Foundation—-I can't remember how many years that's been going. It must be about five, because one of the projects we began, Berkeley Pavilion was authorized in 1972. This I'm chairman of, and we're finally going to get that off the ground.

Morris: Mr. Montgomery said that that was a brainstorm while some of you were sitting around a table talking.
Heard: Yes, Eleanor Smith, Kay Bradley, and Bill Wentworth. I guess all of us hit on this idea as a way of not only honoring old Berkeley families—well, we'd been reading Berkeley, the Town and Gown of It. Eleanor, particularly, represents old Berkeley—the Smith–Wentworth combine. So we dreamed up the idea of setting aside space on the fourth floor in the medical–surgical area. This was set out to honor old Berkeley families who have helped make Berkeley what it is today, which is, we think, a unique kind of a city. It was also for fund-raising, so we decided to charge five thousand dollars per family, because that's what it costs to endow a room, to pay for a room. We set ourselves to collect dossiers, photographs of members of old families. I've got whole bunches of names here.

We have at the present time eighteen families who have accepted. Jane Conant wrote up the dossiers on their backgrounds. This is either children, or some of the older generation are still alive—like Bartlett and me are in it and Mr. [Lester J.] Hink. I can go down the list.

Morris: Who worked up that list? That looks like a sizable list of Berkeley families.

Heard: Of people we are going to approach?

Morris: Yes.

Heard: It's a tentative list. We had about twenty-five, thirty people—some turned us down. I approached quite a few. Eleanor did, Kay did, Bill Wentworth did. Some people said no, they definitely were not interested. Others didn't have the five thousand dollars. But I'll give you the list of people whom we have.

The data on each family has been approved by the family representatives. They are now in the process of being framed. John Del Fino, who's the decorator at the hospital, has promised me faithfully that this would be ready to open before Easter. So it's getting pretty tight.

This section is about as big as this square here would be [referring to area in apartment], right in the middle of the fourth floor between two nursing stations. We have very nice furniture, although some tables are still missing. We can't seem to get around to getting them. And on the opposite walls—first we were going to have all the photographs on one wall and an angled table that ran alongside underneath with the dossiers in it.

Morris: A display case?
Heard: Well, now we've changed that, and it's going to be two photographs, and in between in clear lucite is going to be the 'who's who' of the family members. It's taken a tremendous amount of work to collect that stuff, as you can imagine. We still are one photograph short, and I authorized Jeff Close, who's the associate of Dave Hanaman, to hire a photographer and get that picture this week so that we can get these going.

We have so many now that we have to put them on both walls. Originally we were going to have pictures of old Berkeley on one wall. I think it's really going to be kind of exciting, because we've got some wonderful people. Walter Gordon's 'who's who', for instance, is just fascinating.

Morris: I would imagine, yes.

Heard: Some of us have funded one or two of these, honorees such as the Gordons, because we wanted him on there, he's such a great part of Berkeley, from the Wonder Team and the police department and everything.

Morris: His wife was a Y lady, too, wasn't she?

Heard: Sure--Elizabeth. And she was on the Asilomar Foundation with me.

So that's going to be open. That's taken an awful lot of time, not so much in approaching people, because we decided to stop until we got up the present ones that we have, so people could see what it's like. Then we've got a big, long list of people that we still have got on our minds. But we think that when we have an opening and invite people to see what this is, that this will spark a new interest.

It really started out as a twofold project--to raise money and to honor people, incidentally raising money in the doing of it. But a lot of people whom we would like to have on there have been disinterested, like Portia Hume turned me down. I would love to get Sam Hume, because he did such a lot for Berkeley in many ways. I loved the years that I worked with him--in the Greek Theater and in classes he gave.

There are a lot of reasons why some people have turned it down. What we've asked them for is where they were born--the place of birth, not the date--their schooling, their marriage, their family, and the business and professional connections, civic and social activities, and honors and awards. It's taken us months to get all this out of Lester Hink, for instance. And Jane Conant was away for a long time, and the whole thing was just kind of--
Morris: But you were doing that as a side project?

Heard: Yes, that's a side project [laughs]. That's with your left hand—your little finger. The other big thing I do for Alta Bates—and this now is also part of the Foundation, although it didn't start out that way; you see, the Foundation is a separate entity, and has been for not too many years—is in terms of freeing money that's been raised for something other than the running of the hospital. If you don't have a separate foundation like that, the bottom line means everything that's raised that comes into the hospital goes into the operating expenses, so you can't accumulate anything for special projects.

The things that I am on in the hospital are: the Pavilion Committee, I've done that. The second thing which I chair is the Friends of Alta Bates. This is part of the direct mail business; that's the way we run it, and I sign all the letters. We have something like five hundred contributors a year at a hundred dollars each.

Morris: And this is all by mail? No personal contact?

Heard: All by mail, by letters I sign. My friends say, "That's not an appeal, Winifred, that's a demand." [Laughter] So that's about fifty thousand dollars I help bring in every year through the Friends of Alta Bates. Those are the two major things that I do. Besides that I'm on half a dozen other committees: the long-range planning committee, which is responsible for helping identify the major projects that we want money for. And I'm a trustee of the hospital.

Morris: According to this newsletter. Are you the only person who serves both on the hospital trustees and on the Foundation board?

Heard: No, no. We have, I think, six members of the Alta Bates trustees who are appointed by the hospital to membership on the Foundation.

Morris: There may be other people on committees. The hospital appoints the members of the Foundation board?

Heard: The portion that we are entitled to. Then, in addition to that, we have other people who are not on the hospital board. For instance, Bill Wentworth, Eleanor Smith, Julian Stern, George Block, Bill Donald, Alan Fraser, Dolph Graupner, Gordon Griffith, Dick Holton—although he's now come on the Alta Bates board also. Al Langfield is on both. Lou Penny is just on the foundation. Bobby Pickard is just on the Foundation.

On the Foundation board for a long time Eleanor and I were the only women. Now Bobby Pickard is on, because we have set up the
Heard: Alta Bates Foundation Associates, which runs the thrift shop, and they planned the trip to Europe that's coming off. They sponsor the art gallery that we have now in the hospital--

Morris: Was there any input from the Alta Bates Volunteer Association into things like the thrift shop and the art gallery?

Heard: No, they've got their own things. They're quite separate. The Volunteer Association at the hospital runs the gift shop, and they also do the work in the hospital--on the floors. They do all the things that volunteers do in a hospital for the patients, like wheeling them around.

Morris: Actual services?

Heard: Actual service. The gift shop is the major fund-raising activity that they do, I think.

Morris: I wondered if the Volunteer Association had a representative either on the board of trustees or on the Foundation board--ex officio?

Heard: Well, the Foundation has a president of the Alta Bates Associates, which is this year Bobby Pickard, Dr. Pickard's wife. Last year it was Marge Garrett.

Morris: Right, but you're saying that the Alta Bates Association is separate from the Alta Bates Volunteer Association.

Heard: Yes, but the Alta Bates Volunteer Association does not have a member on the board. We invite them once in a while, and keep in close touch with them, but they're not represented on the board. The board of that hospital is almost exclusively related to the business of running the hospital--I mean funding it, and keeping in touch with the requirements for accreditation, and approving the doctors who are certified for being on the staff. Just the nitty gritty of running the hospital--the union contracts and all these things that just drive you up the wall because it's getting so complicated: government relations, getting approval if you want to spend over five cents for anything--all that sort of business is what the hospital board does.

I think being chairman of the membership committee for the Foundation, which includes these two projects that I'm interested in, is more--well, I don't know if I'd say it's more interesting or not, but you see immediate results; whereas in the hospital itself it's just a matter of trying to use your best judgement and your long experience or your current evaluation of things in making decisions, and in fund-raising, because the board of trustees of the hospital has to give approval to any of the new projects that are going to be installed.
Heard: For example, this last board meeting we had a couple of things that came up: high-risk maternity we approved, as soon as we can get the money. We know that the Carter administration is just going to propose holding any increase in funds to the health field at nine to ten percent—that doesn't even meet the cost. Proposed government limits on hospital charges; selection of a hospital attorney; administrative reorganization—which is a new plan—the report on the personnel search for a successor to Dave Hanaman, for instance. The president of the medical staff reports on all of the things that have been going on in the hospital: are the forms all in, were there any accidents, were there any things that have to be looked into, the quality of medical care.

One of the things that's bothering a lot of hospitals is the new union contract for Local 250, which includes all of the LVNs—it's the people below the administrative level kind of thing. They want more and more voice in deciding when they shall work, how they shall work, where they shall be assigned. The LVNs want to get more money. They think they're as good as RNs. All this sort of business comes up all the time.

Those are the kinds of things that you have to know about. Then, of course, we have the Bateman Neighborhood Association, which is very critical of anything. If the hospital builds one more inch, why, they think that that's destroying the whole neighborhood concept. Kay Bradley and Bill Corlett are on that committee, and we're trying to work out some plan by which the hospital can eventually enlarge, which we're going to have to do for the X-ray department, where the doctors' parking lot is, which is not part of the garage, but back of the hospital there.

[end tape 32, side 1; begin tape 32, side 2]

Funding and Health Planning in the 1970s

Morris: On these decisions that come to the hospital trustees board, does the medical staff propose and the nonmedical members of the board react?

Heard: Largely, they come first to the long-range planning committee. I'm going to a meeting next week. There are several big projects that come to the long-range planning committee. For instance, we have a committee called HEALS, which is a combination of Herrick and Alta Bates. We've been discussing this for a long, long time. I'm not on the HEALS committee, but it comes to the long-range meeting. They're involved in setting up an HMO [health maintenance organization] between the two hospitals. So that's in
Heard: the works, and takes an awful lot of planning and talking back and forth and so on.

Any new project, medical idea, can come to the long-range planning committee from any department. For example, one of the things that all hospitals across the country are now involved in discussing is the body scanner, which takes the place of the EMI, which is the head scanner. It would be infinitely more efficient, and it is something we're going to have to have. It only costs about $800,000.

You can't touch anything in a hospital these days probably under half a million. That's the enormously difficult part of running a hospital in today's medical climate.

Morris: So that planning really does involve finding the funds as a major part of it?

Heard: Yes. Then from the long-range it goes to the board, or it goes to the management advisory committee, which Bob Eaneman chairs. That reviews the costs, and whether it is going to be feasible, and how long it will take to pay out and carry itself, and all this kind of business. Then there's the construction committee. We spent an awful lot of time this last board meeting, maybe forty minutes, on a reorganization of space to make room for a body scanner. All departments, like radiology and so forth, have to be geared together. You can't move one without moving half a dozen other things, so that it becomes very intricate. That's where the trustees have to understand what it is they're voting on when they vote to start a high-risk maternity program.

Then there's a move to have an alternative birth center in the OB/GYN department. It's almost like being born at home. They have a limited stay in the hospital, and unless there's difficulty, it's a very simple process. We have to be assured that that's going to pay for itself. We can't start anything unless we see where the money's going to come from.

Dick Adams is leaving the first of June, so there's a whole new plan for restructuring the administrative program in the hospital, and that's one of the things we have to go over. Then you get a report on what the expectancy for use of the hospital is and how many people were actually there, and in what departments they were. For instance, acute patient days we had for that month in medical-surgical were 4,248; in the burn unit 39; in the CARE unit 263; in intensive care 444; the post partum 542; actual acute cases 5,536. And our occupancy rate is the highest of any of the hospitals in the Bay Area.
Heard: Then we also have that outpatient laboratory in the Huntmont Building. One of the things that people are talking about is whether we should try to buy that Huntmont Building. Oh, I don't know.

Morris: So it's a major business enterprise?

Heard: Oh heavens, yes. This big file I have here is just the agenda for the board meeting.

Morris: Just the one board meeting?

Heard: Yes, takes me at least half a day to read the material, which is terribly important to know about. Then we have to get a new lawyer, because Phil Angell is retiring from active practice. So we've got a committee going on selecting a new lawyer.

Morris: Is he going to stay in the Bay Area and be available as a consultant?

Heard: Oh, yes, but he just doesn't want to have that much responsibility.

Morris: Because the board is also serving on some of those committees?

Heard: Oh, yes, every board member's on something.

Morris: Are those committees made up of those advisory trustees which you talk about?

Heard: Yes, and there may be people who aren't advisory trustees, too, if they have a certain expertise that's needed for that committee. But then that's another way of testing them out to see if you want them to be an advisory trustee. Some people might only be useful at a certain point, but not generally. We've got some really good younger men coming along. One of the men that I recommended a couple of years ago is Bill Barnham, the treasurer of Kaiser Steel. But he has been having to travel so much lately, he hasn't been at all the meetings. He's the vice-chairman of the management advisory committee, and he's an invaluable person. But I don't know what's going to happen to Kaiser, so whether he's going to be available or not--[Mr. Barnham did subsequently go on the Alta Bates board.]
Morris: Whether he's going to be in the area.

Heard: For example, if you just want to know what the medical advisory did, the following committee reports were approved: accreditation, acute care, ad hoc committee on podiatry, bylaws, rules and regulations, credentials, East Bay Health Testing Center, infection, medical department, medical education, medical records, multidisciplinary cancer, obstetrics and gynecology, patient care, pediatrics, para-natal mortality and morbidity, surgery, tissue, utilization. That's just the medical committee's meeting. And the medical records and all that—we're responsible as the board of trustees for anything that goes wrong.

Then the doctors that are approved—there's a sheet showing what they are approved to practice. They can't practice anything else unless they get approval. And then amendments to the bylaws and all that, so you have to know about all that. And the quality of medical care. They said that somebody in the surgery department had a fractured hip. I don't know—all these kinds of things. And then there is a summary of what health is all about today.

[Laughter] It really is a demanding kind of a business.

Morris: I should say so. There's also the aspect that you touched on in the notes to that speech. You were talking about the growing feeling of individual citizens that health care was a right.

Heard: Oh my, yes. But, you see, the government doesn't pay for it, so what happens now in the hospital field is that the private patient makes up the difference, which some of us are getting a little unhappy about.

Morris: About when did this change begin to come about?

Heard: Medicare and MediCal, and the rates that they set. We haven't done Comprehensive Health, which folded.

Morris: We've touched on it a little bit.

Heard: In Alameda and Contra Costa Counties they still haven't set up the HSA [Health Service Agency], and for six months nothing has been going on. But the whole theory of planning is something that's fairly new on a mandatory basis, which means, as I said, so much that you do now requires an okay from Comp Health or HSA. The purpose of either of these, one's successor to the other, is to eliminate duplication, so that within a given area you won't have everybody having a body scanner, for instance. I think twenty-five hospitals in Northern California either have on order, which we have, or are already using body scanners. Stanford has one.
Heard: Herrick has one. They're new and being tested. But all of this will come before HSA.

For instance, when we wanted to add six stations to our hemodialysis, that had to go through Comprehensive Health to get an okay. So that you find yourself involved in all of these restrictive kinds of things; you're not free anymore. I guess business has known this for a long time, but it's really hit the health industry in fairly recent years. Before that, Alta Bates, for instance, or Herrick, or anybody, did what they wanted to do with the funds they could get to do it. This resulted in too many hospitals in San Francisco, for instance, so that their available beds are way ahead of the need.

Morris: Is that true also in the East Bay?

Heard: I wouldn't say so to the same extent. Well, in certain fields, I suppose, but you see what's happening is that hospital after hospital is giving up OB, even Providence and Herrick. So Alta Bates is the OB department. Alta Bates has a big business in OB. Now there's a move--this alternative birth center I mentioned--to cut down on expense, because it's very expensive to have a child in a hospital these days. Yet it's a losing department; that department loses money.

We need a couple more surgical units at Alta Bates. We have the demand for them, but we don't have the money to put them in.

Morris: Does this kind of health planning and health supervision involve a hospital like Alta Bates in working with really alternative things? I'm thinking in OB there's some interest, apparently, in midwifery and really having babies at home.

Heard: That's right, but I don't know whether those are licensed or not. I don't know what the status of midwives is in California.

Morris: I think licensing is something that's still being debated about.

Heard: I think it is. I don't think they are licensed.

Bartlett may have told you, once he was on a jury and there was a woman who had gone to a little hospital in Oakland, and fell off the delivery table and said that she had been injured. A nurse was on the jury and said, "It serves you right. You should have known better than to go to that kind of a hospital." [Laughter] So I don't know.
Heard: It's a fascinating field, but it's getting more and more constricting—the freedom to do things that you know are needed. I think Alta Bates is singularly fortunate in having the support of the community that we have; the loyal friends and the esprit de corps in that hospital is just wonderful. The other day I went in a taxi down to the hospital and the driver who took me was Negro. He said, "Oh, you're going to Alta Bates." I said, "Yes." And he said, "My daughter-in-law's a nurse there; she just had the flu and she had to miss out a few days, and she cried, she was so disappointed."

Morris: Isn't that a marvelous thing to hear?

Heard: Isn't that a lovely story. Well, that really gives you a feeling, I think, of the atmosphere that permeates that hospital. It's not like walking into any other hospital. Herrick is the only other hospital I've ever been in, and it certainly is different, but their current campaign will bring many improvements.

Community Involvement

Morris: Do you think that the service volunteers working with the patients and the kind of broad public-fund raising that the Foundation has been doing contribute to that sense of community involvement?

Heard: I'd say we built on what was already there. I think the pattern of attitudes in that hospital was set by Miss Bates when it first began. It always had dedicated people, like Dr. Dexter Richards and Clark Burnham—I could go down the list—a long succession of people who have served the community so well and were so highly regarded in their profession. I can't imagine Alta Bates having a catastrophe because some doctor was inadequate, because that medical committee is very, very thorough in who they approve and for what.

Morris: As time goes on and the Volunteer Association and the Foundation are making ways for people to be more closely in touch with the hospital while healthy, as it were, does that add to and continue the sense of community support?

Heard: Oh, sure, sure. If that weren't the case, then you would hear of a big decline every year in the volunteers, but you don't. One of the things we approve is all of the volunteers at the board meeting—and I think there were ten on the list of volunteers this time. Well, we never really discuss them individual by individual, because
Heard: we don't know them. We depend on the volunteers themselves, their administrative group, to certify these people to us.

Morris: But they present all the names to the trustees?

Heard: Every volunteer is approved by the trustees. We have students, we have housewives, we have men. We have a junior volunteer group, which I helped start, and then it fell and declined, and then it started up again now that we have a professional person giving time to it. My granddaughter Laurie was a junior volunteer there for a while. So it's just a great, great place.

Morris: The Alta Bates volunteers themselves have a professional director now, too, don't they?

Heard: Just employed this year, because it had gotten so big and there were so many committee meetings and sub-things and sub-subs that it was almost impossible to carry the whole business. We have the gift shop and the art gallery in addition to all the other things that they do, such as work on the floors of the hospital.

Morris: So is that one of the things that's happening to voluntary activity—that there's more professional staffing to support it?

Heard: No, I think it has to be a team approach. I think it's a time saver and so forth. I think that what's happened to the whole voluntary field—that there's been so much growth in it. For instance, in that Filer Commission report we learned that one out of every six people working in this country is working for a voluntary association, so it affords a tremendous number of jobs.

Morris: That's a startling statistic.

Heard: Therefore it means that professionals have had to learn to work with volunteers. That's why I want to be sure to query whoever succeeds Dave Hanaman to see what his attitude is towards volunteers. Does he just want someone he can order around, or is he a cooperator, and what experience has he had in doing it—because it'll never work at Alta Bates if someone comes in there who thinks, "I guess I make the policies and they do what I tell them." That doesn't happen, and I don't think it's happening in the volunteer field. Volunteers are much more aware of their importance and of the kind of contribution they can make today than to settle for somebody just out of social work education. For example, one of the things that surprised me at this conference was the amount of time—all the plenary sessions were devoted to the problems of Chicanos, American Indians, other minority groups, and of their growing ability to assert themselves and to demand their rights, and to have a voice in the decision-making process. And what they expect of the curriculum in the School
Heard: of Social Work—that's what this focus was, of course. I don't think the School of Social Work knew what to do with them.

I asked Mike Heyman about this the other day (he spoke at lunch at the trustees meeting last Monday), and he said, "That's a big problem."
XXX VOLUNTEERISM

[Interview 18: March 18, 1977]
[begin tape 33, side 1]

Development Over the Years

Heard: Well, I really went over an awful lot of notes on volunteers and how it began and what it's gone into, and I've got tons of minutes and speeches—I don't really know where to begin. Except I started thinking about how philanthropy, when it first began in this country, was largely doing for people. It was the churches that began it, and still religion gets the largest percentage of giving in this country, although it hasn't held up percentage-wise in all cases. I guess the thing that I feel has happened now is that volunteering is involved in doing with people, so that you get a cross section of membership.

This affirmative action concept is a modern idea or a relatively new idea—not a new idea but new in its enforcement of value, stressing that point. Even on government bodies, like Comprehensive Health, for instance, you had to have a certain percentage of consumers, a certain representation of elements of the community, so that it's no longer a group of ladies gathering up missionary barrels and doing the kinds of things they did to raise money. The whole way we raise money now has changed so, because it used to be bazaars, and cake sales, and craft things. We still do needlework things, or run thrift shops. I don't know how old that is, but it's a fairly old way, although I think they gave things away.

I remember, perhaps, telling you that this protégé that we have in Korea who came over to this country on a scholarship and was studying at some college in the Middle West. It was cold, and he went to a missionary program of some kind where they were distributing things they had collected. He got an overcoat and a
Heard: sewing machine. I think we probably told you about all these things that arrived here in boxes that he couldn't possibly ship on, so Bartlett took him to Photo and Sound and recreated all of his things. Bartlett said we wouldn't have even given these things to the Salvation Army, but our friend was absolutely elated.

Morris: And he was going to take these things back to Korea?

Heard: Yes. Then, of course, the other great thing that made a change in this country was the change from an agricultural economy to an industrial economy. Most of the institutions that were nonchurch institutions, like the YM, the YW, and so forth—the YW, for example, began with girls who came off the farms in New England. They needed housing, they needed shelter, they needed training. So what did we start? We started typing classes; we started physical education to replace the hard work that they did on the farm.

Look at the changes in what kind of a suit it now seems appropriate to wear when you look at the first funny bathing suits. Even when I went to college in Boston, my best friend lived in one of the towns outside of Boston, and she had a bathing suit that really to me was a caricature. I had a one piece bathing suit. Well, now you have a half of a piece of a bathing suit [laughter]. That's the whole thing. But she was absolutely scandalized.

Morris: By your suit?

Heard: By me. It was really practically a complete covering, but anyway. It was this change from farm communities, where women always had jobs to do and were important in the economy, to an industrial economy where they were put into the mills, and they gradually worked up into secretarial jobs. And for a long time, I think, that's about the most they did until World War II came along. And then women, because so many men went off to the war, were co-opted for the factories, the war industries, and they became supervisors and developed skills. Now they've moved into most of the professions and occupations, although still at a lesser degree than they ought to be.

When I think of the difference in the way we raise money, I think one of the reasons that all of these things can happen is because people in our country have what a sociologist would call undesignated time.

Morris: Now what does that mean?
Heard: That means you've got some time left in which you can make choices. If you were a farm wife, for instance, you would probably not have any free time to yourself. Or even if you had time to do something it would be going to your church and doing something that really was not free time. It was obligation; it was expected of you.

Now, I look in this building [Park-Bellevue Apartments] and three fourths of the people have what I would call undesignated time.

Morris: That would apply to more than just the fund-raising aspect of voluntary activity; it would involve the actual service.

Heard: Right, that's why people can be co-opted to go into all these things. I forget how many voluntary groups there are in this country—something like 29,000 just in the United Way. I wouldn't quote that figure to be accurate, but there are an absolutely amazing number of voluntary groups. Well, the whole ecological business, the consumers, the Common Cause, all of the patriotic groups—it's just an enormous list of organizations of all kinds. If anybody wants to get into something, you have such a range of choices it's bewildering.

Morris: Have you got any sense, or in your reading have you come across any statistics, about how many people in the United States over the age of eighteen do volunteer?

Heard: Yes, in this Giving in America it says, "In 1974, in a survey that was made, nearly one out of every four Americans over the age of thirteen does some form of voluntary work and gives approximately twenty-five hours a year." Well, that's a terribly low figure.

Morris: There are a few people spending one hour a year to make up for all the hours that you've spent, I would say.

Heard: That's right. That was true in 1974, and I don't know that it's changed. It may even be higher than that in 1977. But that shows. This country and Great Britain are probably the only two countries that have this system of voluntary agencies.

Oh, of course, education—volunteers really started private schools that most everybody went to before the land grant colleges. They were all done by private giving, private philanthropy. It's just amazing how much of that is done now by volunteers. Even where it's gotten so big that voluntary groups can't do this alone, like education—you get land grand colleges, or endowed colleges, or one thing and another.

In the paper this morning, there's an article about what a high percentage of scholarship loans given at the University of California are delinquent.
Morris: Yes, forty percent.

Heard: Something amazingly high. Well, once I was on the scholarships and allocations committee on the Berkeley Foundation, and the thing that amazed me was the high degree of indebtedness that the people in the graduate schools, especially law and medicine, came out of that university with. I'm sure this is no different than in other universities, but I don't see how they ever manage to pay it off. Of course, from that has evolved the G.I. Bill and all the kinds of things that the government allocated funds for because private people couldn't really afford it.

Morris: I'm interested in the part about, "So many of these things have gotten so big that voluntary organizations can't do it all." What kind of a process is it by which a governmental body steps in? Is this the result of the volunteer organization going to the legislature or the Congress?

Heard: Yes, I think that's one of the things they can do. I've got a whole list of things that volunteer agencies can do. I'll come to those in a minute, but let's go back to who gives what to whom.

This is the Filer Commission report. This chart is adjusted by income: under $10,000 income, religion gets 70 percent; under twenty, 56 percent; under fifty, 51 percent. The more wealthy you become, the less you give to religion. It's only seven percent of giving by those with income of two hundred thousand dollars and over.

But what have grown are the federated drives, although they have fallen off in the two hundred thousand dollars and over category. I think the reason for that is because those people are apt to set up endowments or charitable trusts or something like that, rather than giving outright.

Morris: Are they also, themselves, more likely to be involved in specific activities that they want to support, over and above the federated drives' general benevolence?

Heard: Yes, I think so.

Morris: You've worked with United Way in its various manifestations. Why do you suppose the federated drive has not kept up?

Heard: I think, for one reason, because right now every agency in the San Francisco United Way is facing a cut, because we didn't get what we needed. And there's constant pressure on every agency to raise funds. The theory of a United Way originally was that it relieved the member agencies from having to spend their time
raising money. We did it in a unit. Well, you know, the hospitals withdrew—the health field withdrew. They can get more money by making a heart appeal or a lung appeal or something like that than Traveler's Aid can for the people whom the community would 'rather not have around anyway' sort of thing. Or the YM or the YW or the USO—they say now, "Well, the soldiers are getting paid so much, why should we give money for them?"

There are all kinds of changes in attitudes on the part of giving. But I think it's because we still have to raise money.

The individual organizations still have to raise money?

Yes.

Even though the federated drives' staffs and techniques have improved over the years?

Yes, but they still only give a portion of your budget. And one of the things that's also happened is that this has forced the voluntary agencies into contracts with government. For example, the Traveler's Aid in Alameda County has a contract with the welfare department under the revenue-sharing to screen the people who are eligible for relief. Well, that saves the county money and it sure helps our budget. It is based on an amount that can be used for financial assistance, so we can get people out of here back to where they can maybe have a better chance of sustaining themselves.

Are these programs that the voluntary organizations would normally do themselves, or are they doing them because the federal money is available?

Oh, I think mostly they're doing them because they've done them, but not on as big a scale as is needed, so that this is supplemental. It's not a new program; no, it's highly supplemental.

Do the federal program monies in turn make a change in how a voluntary agency operates?

Yes and no. If you take any of the voluntary agencies that I'm connected with, I would say you make a contract, and as long as you fulfill the contract there's no intent to take over and run you. So the main thing to be sure about is to make sure that the contract is right.
Heard: In other ways, I think the United Way is getting to be more restrictive than it used to be. For example, one of the things we did when I was on the National Social Welfare Assembly board was to come out with what was called—well, it was a standardized accounting system that gave some sense of understanding as to what the finances of the member agencies were. Because, for example, it was never possible to tell what an organization like any one of the major youth-serving agencies had in their endowed accounts or their special accounts as contrasted with their operating account. So that some agencies, like the YMCA, for example, or the Boy Scouts, have enormous reserves that they can draw on in emergencies. Whereas some of the others have no such reserves. So we set up this standardized accounting.

Now the United Ways all over the country are doing this, and we spend in every agency an awful lot of time filling out reports for the United Way.

Morris: And you do for government programs, too?

Heard: Oh, yes. Oh my, yes—quarterly or monthly or whatever the contract calls for. So a lot of time is spent on doing this.

Morris: I have heard from people involved in agencies, particularly smaller ones, that for a small agency, government funds can really skew the whole purpose of the agency, because the funds sometimes come in larger amounts than the agency has dealt with before.

Heard: That may well be true more in welfare programs, I think, than in the membership programs. Where you have a membership organization, you have an awful lot of people who have a vested interest in the organization and preserving it and its purpose in being. Whereas if you get an agency that just has a board, for instance, and a staff—

How to Work with Volunteers and the Functions of Voluntary Groups

Heard: Day before yesterday, I got the biggest shock of my life. We were talking in the personnel committee—I wasn't there, it was told to me. The executive of a particular organization said that the executive director ought to have a contract with the volunteers so that it would not be possible for a volunteer to overstep the terms of the contract.

Morris: And not infringe on what the executive considered the executive function.
Heard: This executive does not believe in using volunteers, obviously—has no comprehension of what the role of a volunteer is. For example, at this Council on Social Work Education that I went to in Phoenix a week or so ago, in the question period after the section on volunteering, one young worker said, "But how do you get rid of a volunteer?" Well, obviously the answer is that you have a job description, you know what the volunteer is there to do. If he or she doesn't do it, then you automatically can point this out or you can try to move the volunteer into something for which he or she is more fitted or in which he or she would be more interested. But it takes creative use of people's skills to be the professional person in a voluntary agency. Don't you think so?

Morris: This seems to me probably one of the hardest things for an executive or a staff person to learn—how to work with volunteers and how to keep the volunteers working.

Heard: That's right. And, of course, some agencies need more volunteers than others. In some agencies, I think a small board is probably all they need; but other agencies, like a YM or a YW, have got trillions of committees that they can make room for volunteers to participate in. Not trillions, you know, but an enormous program that can use community people, not just for fund-raising, but for program participation.

Morris: In that sense, and I think of the Girl Scouts and the Boy Scouts, too, without those kinds of volunteers—

Heard: They wouldn't have a program.

Morris: If you were to envision, say, a Boy Scouts of America in which every troop leader was a paid person, a staff person, you would run the budget into an astronomical thing, it seems to me.

Heard: You would get much more of a patterned program than you have now, because a lot of the creativity lies in the scoutmaster. Now, there are ways of earning awards, and some of them are more creative than others. Roy Sorenson and I used to argue about Boy Scouts. He was not in favor of Boy Scouts. He said that they're for boys who are not self-starters.

I think there's an element of truth in this. I don't know whether he would say it today or not, because they have changed enormously; they've even got coeducational programs. But this was when Roy was in the heyday of his influence on group work. I think there is a place for groups like that, where boys or
Heard: girls or adults are insecure in their community, in their relationships with other people, and they probably need a lot more direction.

I was almost going to say supervision, but that's not the right word—but encouragement in participating, and in speaking out, and speaking up, and so forth, than you or I need at this stage of our game.

Morris: In your experience, is an executive's ability to work with volunteers, in the sense that you're talking about, something they can learn in a classroom or by experience? Or is it a kind of personality characteristic?

Heard: I think it's a skill. For example, I'm on the search committee for replacing Dave Hanaman at Alta Bates, and we've set up three luncheon meetings to interview three prospects—three applicants. One of the things I am most concerned about is how that person works with volunteers. Because as I read over the twenty-two or twenty-three papers I've received, I get the feeling right away that some fund-raising directors want to be sure that they are the ones that are running the whole show. This will not work at Alta Bates or any other agency that I'm in, because certainly in the hospital field we couldn't survive without the volunteers, who are as skilled in their way, and more in some ways, than the professional fund-raiser, whose job was to major on developing programs, developing resources for fund accumulating, and all those kinds of things. But it's the volunteers who supplement this.

Just the two projects the volunteers at Alta Bates run in the fund-raising for instance, the gift shop and the Showcase, bring in thousands of dollars a year. Or the public relations—this is the other thing: we have a very skilled public relations department at that hospital. A lot of the papers I've seen want to control the public relations—write the material, approve what goes out, develop the whole business. This will not work in our setting. So unless a person is flexible and willing to cooperate, even to delegate—if the ultimate responsibility is in that director, which it is—to people who have different skills, but are invaluable in the total process, then that's the wrong person.

Morris: How do you go about finding this out about a prospective applicant?

Heard: Well, you ask them some very blunt questions, which I'm going to do [laughter]. That's one way.

Morris: Such as?
Heard: I have to think about this when I see the person. I don't know that I necessarily make up questions in advance, but this is the concern that I would want to see: How did he work in the job he's been in with the volunteers of that organization, and how did they delegate responsibility. The volunteer associations in most hospitals have their own set of bylaws. They have their own officers. In lots of organizations, not just hospitals, they are chartered to do a certain thing. Well, that's not his job, except to see that it moves smoothly and fulfills that obligation—or if you get in trouble, as I suppose you can if volunteers get to fighting among themselves.

Morris: I would think they'd be more likely to with an executive who was wishing to control things.

Heard: I would think so. They'd resist it, because some of those volunteers have been professionals and now they're retired; they know an awful lot about a great many things that you can't expect one person in any kind of a job to know in as complicated a business as philanthropy is today.

There are a lot of other things that voluntary agencies do. They spell them out pretty well in Giving in America. For instance, I listed down eight of the functions of voluntary groups from this "Toward a Stronger Voluntary Sector." One of them is that voluntary groups can initiate new ideas and processes; they have a pioneering role.

Morris: That the government can't, for instance, or a corporation can't?

Heard: Or that it's easier to be done by volunteers because you aren't upsetting anybody so much. We certainly saw this in the health field, in education—the role of the private schools. They can do kinds of programs that are impossible for more strictly controlled organizations. Well, the school board—look what happens when a school board decides that they don't want to have Marx's book on the library shelves, for instance. A private place can do that. They can even have a study of it if they want to, without upsetting the whole United States government. [Laughter]

Secondly, they can help develop public policy. They can initiate services which are too controversial for the government to undertake.

Morris: Can you think of some examples of that from your experience?

Heard: Someplace in all these notes, I've gotten a quote from somebody. From the time of Plato to fairly recently, the theory was that
Heard: every generation went on in the same pattern as the previous one. The person who referred to this said we are living in the second or third generation now in which this is not true.

So there's the whole problem of innovation, which, I think, when it's accepted by enough people can become a public policy, but it starts out as a private one.

Morris: Is it then a responsibility of the voluntary organization to get into the public policy area?

Heard: Sure, look what the League of Women Voters does. Look what Common Cause does. They testify before governmental bodies. We go before the city council or the supervisors and point out the injustices of their ways, the decisions they make.

Morris: But the League and Common Cause are not running a program like a community health clinic.

Heard: But they're running ideas; they're promoting ideas. They're initiating policies, they're trying to get a consensus around a cause. Isn't that true?

Morris: Yes.

Heard: And the League is certainly a powerful organization, because they do not speak without knowing the facts and having studied, so when they testify before a governmental body or issue a statement, they are sure of their ground. And they've been wise not to go into the candidate business, but to stick to a chosen few issues every year that they can really dig into and speak with authority about. So people respect them.

Morris: I was thinking about the starting of the Berkeley Community YWCA, in which it was written down that part of what the YW should be doing was developing a general public opinion.

Heard: That's right. We have a public affairs program. Faith and action are the two things that have characterized the YWCA from the beginning. There are some things you can tell people, like two plus two is four, but there are some things you have to demonstrate—faith, and belief, and intangibles like that. Lots of speeches that I've made, I'd say, over the years reiterate that every person is a living demonstration of your own beliefs. There's nothing you do but what you are registering a for or against or a 'yes, but' idea.

[end tape 33, side 1; begin tape 33, side 2]
Heard: One of the good things about the United States of America that makes it possible to do a lot of these things is that there's a separation between the things that politics does and what volunteerism does. Now, in Germany, as I think I told you once, when I was out on the border of Czechoslovakia meeting with a group of women, we were talking about garbage disposal. They said, "We can't do that, because that's a CDC point of view." And to try to see the idea of an organization like the League of Women Voters or the AAUW, to them was almost impossible. Even the Frauenring, I think, only tackled certain kinds of things. It was like the Federated Women's Clubs in this country.

The third thing that a voluntary group can do is to support minority and local interests. The NAACP is a good example, or these little neighborhood groups that have sprung up all over Alameda County, for example, which are offshoots in a way of minority groups wanting funding from the United Way—more attention. Some of it grows out of the fact that we live in a crime-ridden area or era, and people are afraid to travel to central buildings or centers anymore. So there's a lot more pressure to get a program in your neighborhood.

Morris: In some cases I understand that governmental bodies have encouraged them and made available money to start some of those neighborhood organizations as voluntary organizations.

Heard: That's right. That's part of the concern to involve all sorts of people.

And the curricula in social work schools really doesn't know very much about it. I tackled Mike Heyman at the trustees meeting the other day—he spoke at the luncheon meeting. I mentioned this, and he said you just have to admit they don't really know.

Morris: Was this an issue at the Social Work Education Conference because it was in the West where there are a lot of Asians and Chicanos.

Heard: No, good heavens, there are four hundred and twenty-one Indian tribes in this country. No, it's universal. Chicanos are more largely in the West, but not just California.

Now some of these groups are saying they can provide services that the government is constitutionally barred from providing, like in the whole field of religion. None of the governmental programs are of the religious variety, because there's separation of church and state.
Another thing, and I think this is probably one of a voluntary group's most important and effective functions, is overseeing government--monitoring and influencing. Certainly there are all kinds of organizations that do that; in the paper every day it says what they did in Sacramento. Well, you can get the same thing nationally--the Congressional Record. And lots of organizations regularly put out bulletins. The United Way puts out a governmental bulletin every quarter, I think, on what's happening in things that affect the voluntary field. This is true of the League of Women Voters and the Council on Social Work Education. They all do this kind of thing to keep their members up-to-date on what's happening. I don't suppose a week goes by but you get some kind of appeal to wire your congressman or senator.

For instance, the road signs in California--there's a big whoop-dee-do: get in touch with Petris and other people in Sacramento because there's an opportunity to keep these signs off the road now. Some of the literature you throw in the wastebasket because it is so one-sided. Or like the hassle the YWCA got into over gun control.

Heard: Did it? In recent years?

Heard: Oh, my word. Just recently. Oh my, yes. They were excoriated and some people withdrew their support. The whole National Riflemen's Association were hot after the YWCA. They wanted to have YW thrown out of the United Way. The right of every American to carry a gun--be armed.

Then, I think, voluntary groups bring the sectors together. This is happening more and more in agencies that are governmentally funded, like Comprehensive Health or now the Health Systems Agency, which we just finally settled in Alameda and Contra Costa County, I understand. There's going to be a joint powers kind of organization, which means the supervisors in both counties are going to have a lot more to say than they would have if it were nonprofit. By law, then, they are compelled to have fifty-one percent, as I've said, be consumers. Then a certain percentage is providers--even a doctor's wife is classified a provider. And to involve all of the elements of the community--ethnically, sociologically, and so forth. We also, in some private agencies do this, but governmental agencies can fund people who need it. We had three on Comp Health, for instance, for whom we provided transportation, lunch if it was a luncheon meeting, and babysitting.
Heard: But one of the big things, and I'm sure I mentioned this before, that came out of this Filer Commission report was the question of subsidy for volunteers.

Morris: Yes, I know it's a very difficult one.

Heard: Oh, it's estimated that their worth was something like four dollars an hour. Well, the reason that you could never subsidize volunteers was, in the first place, that not everyone needs it. In the second place, those that do, you could never be certain that they weren't doing something, or they might be picking up their children at school, or stopping at the grocery. What percentage of that hour were you absolutely certain was chargeable to the work of the organization?

Morris: That's a knotty accounting problem. I gather that a lot of volunteers in recent years who have not been traditionally in volunteer activities do really feel that, "If my work is worth something, I should be paid for it."

Heard: Oh, my goodness--hundreds of them. That's one of the problems in getting volunteers. That's the kind of business-minded world we live in in this country. A worker is 'worthy of his hire' idea, I guess, is the philosophy. Isn't it? It's part of the liberation of women.

Morris: That, and for men, too. If you're in a lower economic bracket, or if the person who's normally the breadwinner is out of a job, I don't know quite how you resolve this.

Heard: You see, it's being resolved in the fact that about forty percent of the women in this country are working. The labor force has increased by leaps and bounds in terms of women working. Of course, some of them are one-parent families or in the lower income groups where they need the supplemental income.

One of the things that the Filer Commission was very concerned about was the future of the tax-exempt agencies. You know, if three people get together they can declare themselves a church, and then they're tax-exempt. This was not what the tax-exempt idea was proposed to be in the beginning, so apparently there are abuses that are being found in this present situation. But I don't know what it would do to voluntary giving. That's why the Filer Commission is so important, and the recommendations they're making are so important, and the problems they raised are so important. Because if we did away with the tax deduction in this country, it would really knock voluntary giving for a loop.
Morris: There's another body of opinion that says that these things are good and should be done and are a benefit to the community. They would be more efficiently done by government, which could then hire people to do all these things.

Heard: Prove it. Prove it. Have you ever heard of one of the great voluntary agencies in this country having the kind of scandal that governmental agencies have come up against? No.

Now, here's this "without a touch of scandal": "Considering the hundreds of millions of dollars that have been spent by the Red Cross, there have been no scandals remotely like those in the proprietary provisions of health and welfare services. The billions of dollars that have been spent by the Boy Scouts and the YMCA, the family and children's agencies, the Salvation Army, and a host of other private service agencies have been spent 99 percent without a touch of scandal. The citizen board is an essential protection for those who receive social services, who today are primarily the poor, the troubled, the disadvantaged--precisely those people less able to protect themselves in a proprietary climate in which the caveat emptor is not unknown."

Look at the mess in welfare, which is one illustration. That's one of the things that the Filer Commission came down on hard. It is not the solution to make government fund everything. No, no, no.

Another thing voluntary groups can do is give aid abroad. Now, think of the kind of aid that the American Friends Service Committee, for example, gives all over the world. Or groups that have gone voluntarily to aid programs in other countries that aren't strategic, or timely, or maybe even wise for government to get involved in.

I can think of all kinds of things, like the whole USO program. For instance, we were having a hassle at this meeting yesterday. Some person who was there said, "We can use government-al funds to provide it." We old-timers leapt on this like a ton of bricks, because the whole purpose of the USO is to emphasize that it has nothing to do with the military control, that it's a


Copy in Heard papers.
free gift of the American people in response to the need of American servicemen and women. It is not subsidized by government.

Anyway, the last thing I listed that voluntary groups can do was furthering active citizenship participation and altruism.

And then I made a remarkable speech at the College Deans' Conference. Howard Thurman was asked to do this, but he couldn't go, and he recommended me. So I made a speech to the deans. I don't know how big this was, whether it was national, or what.

At the end of this, I said something about the responsibility of deans of women to inculcate into their students this idea of not standing on the sidelines; it's dangerous for part of us to be on the sidelines hoping to avoid the struggle. This must have been early in the fifties, because I referred to that war memorial at Bastogne in Belgium. It's one of the most moving things I have ever seen. They have installed green pillars with all the names of the states of the United States and the names of the men who died there. It said something about how the battle began in the darkness, and when it ended—something about these men who gave their lives defending as if this were their own native land. And that was the ultimate into awareness.

I said [quoting from speech], "As leaders working with the young women of America you, their deans, have a tremendous responsibility and a magnificent opportunity to stimulate them to an awareness of the unfinished business on the world agenda, to help them realize that times demand their active, informed, dedicated participation in the great conflicts of our day. Only when we can count on this kind of participation from all our citizens, will we be living out our great tradition of equality of opportunity which carries with it equality of responsibility as the inescapable corollary." [Laughs] I really surprise myself—some of these speeches. I must have really been keyed up.
Why People Volunteer

Heard: I quoted something about why people volunteer. One reason is that they're yearning for a chance to feel significant as individuals. This is what Dr. [Richard] Lyman, who's the president of Stanford, once said in a speech I heard. Or there are people who have a yearning to be part of institutions built on a human scale and responsive to human needs and aspirations.

I think it's this loneliness—well, look at all of the senior citizens centers now, which are really set up to mitigate against that feeling of separation and of being cast off and not needed and so forth. I don't know what they offer other than conviviality in those centers.

Morris: Very similar to what one does in the YWCA. There are craft classes and public affairs.

Heard: But they're self-contained.

Morris: Right. And they go on trips.

Heard: Yes, but it's activity for the center itself. I think there must be a lot who volunteer, because at the Showcase of Alta Bates more than half the people are senior volunteers.

Morris: There's now a program called the Retired Senior Volunteer Program, and that's run by the federal government as part of Action.

Heard: Doing this kind of thing?

Morris: Yes, and it is for senior citizens, but it is directly related to involving them back in the community, either using the skills that they used in their working days or trying new skills in different kinds of things.

Heard: One of the things that makes it more difficult for people, I think, is the amount of movement. There is a study asking how many of you who were queried expect to be living in this community for more than two years or something. A very high percentage said no, and a substantial percentage said yes. But those that migrate—you know there's growing up in corporations a great resistance to being shuffled all over the country now.

Morris: That's interesting because twenty years ago that was the pattern.
Heard: Yes, you just expected it. That made for an awful lot of frustration on the part of wives and children. Now they're just saying that it's not worth it.

Morris: And the evidence is that the skills one uses and the satisfactions one gets in a business career are not sufficient for one's personal life?

Heard: Well, they still have undesignated time, and I think that's the clue. What do you do with it? A lot of people just go to cocktail parties or they play golf or bridge. They don't do anything that makes them feel significant as an individual. It makes them feel accepted by the little group they're with. For instance, a bridge foursome or a bridge club is a very close organization. Anything you're in, or a board that you're on, you get to feel— you're either in or you're out, and what people are looking for is a sense of belonging, of being identified, of being needed, wanted, accepted, even though their ideas may be screwy.

One of the things in this course that I gave on how to make speeches was the kind of skills and techniques that you learn. One of them is the ability to differ without antagonizing. There are lots of ways of asking a question or expressing a point of view. This is one of the things you learn, by hard experience sometimes. "Have you ever—," or "I know a person," you can say. Or, "Did you know?" Or, "Have you thought—." Or, "What would you think about—?" There are all kinds of ways of inserting contravening ideas of material.

Then there's the whole business of not talking too long, and the voice tone you have. I heard a woman on the radio yesterday talking about an organization she set up that helps people who have money coming to them from Blue Cross or Blue Shield and they don't know how to get it. Well, she just turned me off because her voice was so bad.

I seem to have quoted down here something from Walter Lippmann: "Our democracy has worked for two reasons. The first is that government in America has not hitherto been permitted to do too many things. Its problems have been kept within the capacity of ordinary men. Second is that outside the government, and outside the party system, there have existed independent institutions, independent men." That's a really good answer, I think, to why we shouldn't turn everything over to the government.

Morris: My understanding is that one of the reasons for the Filer report was to generate discussion of what philanthropy is about and what the voluntary sector is about.
Heard: That's right.

One of the things that I think is exciting about being a volunteer is that every agency you go into is different. You really need a period of orientation on what it's all about, what its purpose is, its legal documents, and all those kinds of things. This is true to a degree even of the same organization in different communities. Don't you think so?

Morris: Yes. Is there carry over back and forth from the YWCA when you move to another organization? Are there things that are the same?

Heard: Oh, there are comparable skills. Certainly how to work with volunteers is something we learned in the YWCA. I think if I were going to name an institution in my life that has been the most important and the most stretching for me, it would be the YWCA, because I've had opportunities at local, national, and world levels. There's a common thread, but there are lots of differences. That's what made being on the constitution committee for the World YWCA such an exciting assignment.

Then, of course, the YWCA moved from the beginning, when you had to be a member of a Protestant evangelical church to serve on the board, to now having people of other faiths and nonchurch members--atheists. But it's held together because there's a membership with a purpose and meaningful associations. There's this faith and action. Some people come in because they're interested in public affairs. I don't think they're turned off by the fact that some other people come because it's a religiously oriented organization.

Morris: Was anything lost when the YWCA ceased to require a pledge of membership?

Heard: I think it enabled us to get some people as participants--I mean board level or staff level, either one--who were not members of a Protestant evangelical church. We would never have had Catholics or Jewish before that. Now, my goodness, there are lots. San Francisco YWCA--Dolly Heilbron was president once, for instance.

Morris: Yes, it's almost a startling number of Jewish women who seem to be comfortable in the Y.

Heard: Yes, although there are still some--I guess I told you, I was down to San Diego two years ago and sat in on the national meeting for a day or so. After Beth Moore had made the opening speech and stressed the religious heritage and so on, some woman in the
Heard: audience got up and said, "How dare you talk like that when there are Catholics, and Jewish women, and atheists in this membership." This was really startling. And this was a staff person, I understand. This is really amazing.

[Reading from speech] "The YWCA," I said in this 1940 speech, "is interested in process even more than in results or ends. It leans over backwards to ensure full participation, full discussion, trusting the judgement of the group when facts are available." Then I talk of attitudes on the part of volunteers who think of staff as hired help, or who recognize them as really important people.

Morris: That's the other side of what we were talking about earlier.

Heard: Right. Then, what is the job of the YWCA? Because we have housing, we have food, we have educational classes and clubs, and employment. And I said, "These are all important, but even more important, because other agencies do some of these things, is the ideological job in helping people understand the world around us . . . help girls find their way out of confusion."

And I had an illustration. "For instance," I said, "take Sally Jones. She belongs to a church. She works in a laundry. She belongs to the YWCA industrial club. To a trade union. And she goes to night school."

Morris: That's a busy woman.

Heard: And what she wants is cohesion and an understanding of how these interrelate and why they're important, and can she throw herself into anything if each one assumes a conflicting point of view.

[end tape 33, side 2; begin tape 34, side 1]

Changing Times: Notes from a 1940 Speech to Senior Women

Morris: There was another idea you were talking about in the forties in the Y?

Heard: This was on the campus—the Senior Women's Orientation. Anyway, a young college graduate went to the national OPA—Office of Price Administration—and applied for a job. They asked her why, and she said, "I want to help close the inflationary gap." [Laughs]
[Reading from speech] "So if you ask the seven to nine hundred girls or women who come to college next month why they're coming, you'll get equally startling answers, and all very high-sounding because they dislike having you know that some of them just want to get away from home, some of them want to make friends or have fun or get into a sorority, or they don't know what else to do, or they can find a wider matrimonial market—more choice of boy friends—or because a college graduate rates higher. And some, because of the seriousness of the time and job opportunities, really want to equip themselves for a job and learn about the world we live in." I had a lot of fun with those ideas.

"Some of them have had too much social life in high school, and most of them have not had enough." Every time I come back down from Tahoe I drive through Auburn or some of those little towns. I think, "What would it be like to grow up in one of those places and then hit the Berkeley campus?" It would be a terrific adjustment. That's one of the reasons why they have developed those clusters of thirty students per professor.

Morris: For the freshmen.

Heard: Yes, which is an awfully good idea. "Young and ignorant, eager and vulnerable."

Morris: More of a shock than, say, when you came down from Tacoma, Washington down to Berkeley?

Heard: Of course I'd gone to Boston in the meantime.

Morris: Yes, but was Boston an equally big jump?

Heard: In a way it was a bigger jump because you ran into the North/South conflict. In World War I Emerson College, I would say, was maybe 75 percent southern. My son told me, when he was in Georgia, that there are only three things you have to know as a girl in Georgia: you have to say, "Say it again." "I think so, too." "You're wonderful." [Laughter] That's all you have to know and you could get through anything. That's what southern girls were trained to do and why they went through dramatic school, I suppose. They used to say that all we went to Emerson for was to say yes to Harvard men.

Morris: That's not nice.

Heard: We had clubs—Southern, Western. I was president of the freshman class and chairman of the Western Club.
Heard: Then we got into World War I. I was really very busy. I don't know why—but I was heading up some parade in Boston and I went visiting all the students' campuses. We had a whole section in a patriotic parade and I was marching alongside like a marshal keeping them in order, I remember.

Then, I don't know how this came about, but I used to go down into the slums of Boston and visit families. Why, I can't tell you. But one of the things I remember is that they used to have a teapot on the stove—a wood or coal stove—and they put a whole bunch of tea leaves in and they just kept putting water in whenever the pot needed filling. So it was just about pure tannin after a week; I think they emptied it out about once a week.

Morris: Did you feel at a loss in this kind of a situation as a young girl from the West, and was there anybody there to help you?

Heard: No, because I think probably the richest experience I had in Boston was when I joined the Congregational church. It was in the student area and there were college students from all over the Boston area. We had a young people's group that met on Sunday nights. I guess it would be like a Christian Endeavor Society. There were about three hundred members, and that's where I made a lot of friends. Then I directed a play for them, a fund-raising thing.

So I don't know, I really felt right at home. I suppose because all through high school I'd always been active in things and I wasn't afraid to get into things. I think I was surprised to be elected freshman class president, because I didn't know anybody at that school when I went there. I haven't kept in touch and I don't have any Emerson friends now.

Morris: So maybe it's a factor of one's interest in the world, rather than that one comes from a small town.

Heard: Well, Tacoma wasn't that small a town, and we used to go over to Seattle to church. That was when Mark Mathews was in Seattle. He and McAfee, who also used to be here, and William Jennings Bryan were the three great fundamentalists. That's what turned me off religion—this Presbyterian church. I suppose that's one of the reasons why Howard Thurman has been such a great part of my life.

But I never knew people of many different races. The Northwest was largely Lutheran, and it was Swedes and Norwegians. Of course, the war changed the Northwest, too, but this was after my time up there.
Heard: But you have an awful lot of adjustments to make, I would think, even today, coming to this big campus. Although life has gotten so much more permissive in all parts of the country, maybe they don't have to worry so much about drinking and smoking.

Morris: I think there are probably some colleges that are still pretty fundamentalist, but even small colleges nowadays seem to have practically no regulations on hours, or men and women living in the same dormitory, or any other kind of thing.

Heard: No, they're all moving toward mixed housing. I House has—well, they always did, but they were on different floors. But the attitude toward women has somewhat changed. I have a quote here about two senior men arguing in all seriousness for coeducation because this is a man's world and women might just as well learn that in college and adapt to it—learn that they can be a vice-president, but never a president, except in war emergency, which everyone is careful to explain as such. [Laughs] I think that's lovely.

Morris: That's still your notes from the forties?

Heard: Yes. I made that speech for the senior class. I think that kids still have to make up their minds about a lot of values when they go to college, because there's the whole question of drugs, for instance, and pot, and drinking. Almost every one of the kids that I know that were Laurie's age (now she's twenty-one, so she doesn't have to have an I.D. card that's a fake)—were troubled about this. Of course now they can all have cars. There are so many more things that young people have to decide in the system of values, it seems to me, than was true when I went to college.

Viability of the Volunteer

Heard: Another thing I made a number of speeches about is that a volunteer needs orientation to the specific agency, job, etc., which is very different in the USO, for instance, than in the Traveler's Aid. One's a group work, one's a case work. That's one of the reasons why I've enjoyed Traveler's Aid, because I've never been in a case work organization.

Oh, I found a speech, too, that I made to recreation directors on the role of recreation. California was one of the first states that ever had a commission. It was first suggested, I think, in 1914, and it took until 1946 or '47 to get one appointed. I've got that speech someplace.
Morris: So the citizen influence sometimes takes a long time to be felt in government.

Heard: Oh, this is from that meeting that I went to in Phoenix. "The volunteer is not there to supplant the professional, but to extend his or her services." Once somebody said, "The role of a leader is to keep hope alive." You know, I really think that is true sometimes, when you go in and the executive director is so down and tired and discouraged and pressured, somebody's disappointed them or done the wrong thing. I guess the job of some of the volunteers is to say, "Well, keep your chin up, kid. It's not all that bad."

And, "The viability of the volunteer depends on the depth of his training." That's what Sachs, who's the dean of the School of Social Work at Pittsburg, said.

Morris: Are these your notes from the meeting you went to last month? [February 1977]

Heard: I just made a few notes because I was going to get a copy of their papers. "Social work depends upon the involvement of volunteers. You have to plan the placement of the volunteer in recognition of her special skills."

This is one of the things I watch. If I hear an executive who uses the personal pronoun singular, they're off my book. They take credit for everything. I've never had any trouble working with professional people, even though I've never been one myself except for a minute or two in my life. And I know there's a difference between it and being on the other side of the desk. I found that out when I did that USO war job. Some of these ladies in San Francisco or down south who thought they were really important were just kind of amusing, not annoying, but they had a job that they could do.

For example, there are so many different kinds of skills needed in this fund-raising business. Now, one of the member parts of TAISSA is Waif, which is the adoption part. You know that benefit where Bing Crosby fell and hurt himself? That was a benefit for Waif. Imagine being able to bring Bing Crosby in. The YWCA could never do that, nor could Traveler's Aid, but Waif could. They've got people from Hollywood, from Palm Springs, who have great contacts. So it takes all kinds of people, but they need to know what their job is and why they're doing it, to get the right kind of people. The Junior League, for instance, does all kinds of marvelous things. They are a very restrictive kind of group in terms of their membership requirements. Well,
Heard: like the DAR [Daughters of the American Revolution]--I heard a short part of an interview of these two women who were here.

Morris: While their state conference was here in the Bay Area.

Heard: They were trying to explain why Marian Anderson was not able to sing in the Constitution Hall.
Thirty-five Years with the United Service Organizations

Heard: Well, let's see; what now, brown cow? [Laughs]

Morris: You've covered my wrap-up questions really impressively. We were also going to say a few words as to where USO is, for one. We talked about several organizations that you were involved with a number of years ago.

Heard: Have been continuously--I'm one of the people who's been thirty-five years with the USO.

Morris: Really?

Heard: Yes; I've got a certificate.

Morris: There's an article in the USO Quarterly about a new constituency for schools of social work--people from working-class backgrounds.

Heard: Yes. That's their quarterly. The USO put out a list at the thirty-fifth anniversary awards: [reading] "The following individuals are being honored on USO's thirty-fifth anniversary for having provided exceptional service to the men and women of the armed forces through the USO since 1941."

I'm on the list, and Connie Anderson, who's former president of National Board YWCA, and Mrs. Harvey Lyon* is on that list.

Heard: you know—although I've never been able to quite find out what she did. I think there was a volunteer group in Berkeley that ran a kind of canteen or something in the Berkeley YWCA, and I think that's where she was. We never had an operating unit here that I knew anything about. But anyway, I'm on that list.

Morris: She may have been a supporter if one of her sons was in the USO.

Heard: No, these are people that actually participated. I'm a member of the original corporation, since it began. I'll probably go off—

Morris: You never took off a year just to catch your breath?

Heard: The corporation is really only the incorporating body, and we meet at the time of the national council and are invited to go to board meetings. But actually I don't do anything particularly for the USO, except through the local Bay Area one. I've been in that since it began, so I've gone through a lot of chairs in that.

Well, the Bay Area USO is in the throes of change. The whole military participation has fallen off because we used to have a lot of navy stationed in the Bay Area—now they've been moved to Bremerton and San Diego. So the door count in all of our units is down—except the airport, which is amazingly full of people who go back and forth, which the public doesn't realize.

The Oakland club, the San Francisco club, and the airport are our three units. We are about to move out of that Tenderloin area on Market Street into the airport center by the Hilton Hotel there at the airport terminal. We were supposed to be in there by the first of April. I am the chairman of the goals committee, which is supposed to do short-range and long-range planning for the organization.

Morris: Oh, boy.

Heard: And I haven't the faintest idea at the moment what the long-range will be. This article about the New York USO is very interesting, because it says—well, the United Service Organizations in the beginning provided female friendships for those young men, and dancing, food, entertainment, and warmth. Warmth? I guess it must have been mirth—maybe it's mirth. [Laughter] It once was enough. It isn't anymore.

What they're doing in New York City now is helping the soldiers, sailors, armed service people who come in there to understand the kinds of temptations they're subjected to if
Heard: they venture out on Times Square. For instance, [reading from press clipping] "We must stay where the action is," he said. "We could have a neat, clean center you know, in a nice comfortable spot over on Park Avenue, but we'd be receiving these kids and sending them right back to Times Square. That's where they're going anyway, so our intent is to go in harm's way."

So the other day, he said, he and his assistant "shuffled three aces, bent them, tossed them down onto a table, picked them up, teased them, repeated the motion, and asked Specialist V. John Peterson of Billings, Montana where the ace of clubs was.

"You know where the black ace is, do you?" The soldier said yes, but it was a red ace—they turned it over. They did this again, and he pointed again and it was wrong. "So that will teach you, I hope," said Mr. Adams, "that you can't win at three-card Monte."

Then they also tell them about massage parlors, and all these kinds of things that they get involved in when they move onto the streets in New York City. Well, we haven't done that sort of thing in San Francisco, or any of our clubs, yet. I think the program's more traditional. But the door count has fallen off, because we don't have the navy personnel we used to have, and because soldiers really do have more money and can involve themselves in commercial recreation more than they could in a wartime economy.

There's a lot of feeling, and this may happen to change over to an I&R [Information & Referral] center. I think Oakland may be one of the units to do this. San Francisco will probably do much more of that, put on programs perhaps in cooperation with other community centers, rather than having a big plant of our own, which we now have in San Francisco. It's very expensive.

Monday morning there's a special hearing at the United Way to find out, I guess, what our allocation is going to be. They say they just want to ask a few questions, and I know it's going to be negative.

[end tape 34, side 1; begin tape 34, side 2]
Travelers Aid Today

Morris: Did you say that with Traveler's Aid you were also working with a professional consultant on a new funding idea for a new kind of a thrift shop?

Heard: Yes. We were going to have the YWCA and the Traveler's Aid, and possibly one or two other organizations. But we all decided, after talking with the representatives from the thrift shop from Alta Bates that we didn't have the expertise, the womanpower, the manpower to do such a job, and that we were in the wrong location.

It really was an interesting conference, because they made clear that you have to have a lot of knowledge to run a thrift shop. You need to be in the right place. They said that it's important to have competition—that people who come to thrift shops shop around, just the way you and I go to department stores, and the more there are the merrier. The most important person in the thrift shop is the one who does the pricing, and that person needs to have had some retail experience. We have two or three people at the thrift shop who are experienced, who were formerly in business themselves and are now retired and do this.

The Oakland Museum raises thousands of dollars in that one White Elephant Sale that they have. But they work all year long, and they've got hundreds of women working on this. Well, we used to have in Traveler's Aid here what we called silent auctions. We gave them up about two years ago because we just couldn't get material. People had exhausted their attics and so forth, or were having garage sales.

Dick Erickson told me that he found out that there is an outfit that runs garage sales professionally, and that they come in and they look over the sale items, price them, put on the sale. Anything that's left and can't be disposed of, I guess they give to the Salvation Army. But they take the whole thing off your hands for you.

Morris: So after exploring the idea with a professional consultant, you decided not to?

Heard: Well, if you call them professional—they're people who run the Alta Bates thrift shop.
Morris: You said there was a woman in San Francisco that you'd wanted to call on.

Heard: Oh, that's a different thing. That's the auxiliary for the USO. They are really pressing to go on that. And for a thousand dollars she will help set up one.

Then you get hundreds of volunteers and decide on some kind of a fund-raising event. One of the ideas that is being tossed around now is a movie preview on the new film on General Douglas MacArthur. I haven't heard who's done it or what it's all about.

I go to New York next month for the Traveler's Aid when we dissolve our current corporation and become a Traveler's Aid again.

Morris: And how did that decision go?

Heard: Oh, it was approved, and we have to come and do it legally at the national council meeting in April—it's the 16th-19th of April this will happen. I had a long call from New York the other day. We have to have three signers of the new corporation. I was invited to be one of those, which probably means I'm about the oldest living person identified with the agency [laughs].

Morris: You said that you thought the decision was going to be to dissolve.

Heard: And it has been; this is only a ratification of it.

Morris: Was it much of a struggle?

Heard: No, I don't think so. The main struggle is on the part of ISS. As far as Traveler's Aid is concerned, the feeling was unanimous in this. The reason for that is that except for the coastal cities, the port cities, I don't think the Traveler's Aid Societies across the country ever got involved in the adoption program. It didn't reach them; it didn't touch them. And it was an annoyance to them to be asked to do something about Vietnamese when they had nobody in their community who had ever really been involved in this kind of business. So I think it's much better for ISS to get back on their own.

What they will do, I don't think they have decided yet—whether they will set up shop on their own, or whether they will affiliate with some other adoption agency and maybe work on a contract basis. Because they have very important international connections.
Heard: The other thing I think we're going to do, probably, is to move the headquarters out of New York. This is a move that's happening—perhaps to Washington, D.C., where people are going because the United Way is there, and because Congressional committees are there and you're closer to what we were talking about earlier, of having an opportunity for input and knowing when a bill's going to come up and all that sort of business.

It's a good thing to have happening. I think what Joel Russ is going to propose is a place outside of Chicago, just fifteen minutes from O'Hare airport. Des Plaines. There's a hotel and conference rooms at the airport.

Morris: You can meet there and people can fly in.

Heard: It's a lot closer than Kennedy or Newark is to New York. Although I would miss going to New York, I'm certainly not wild about going to Chicago, although Bartlett and I have many ties there. So that's one thing that's going to happen this spring.

New Design for Robert Gordon Sproul Associates

Heard: Then I'm taking on this RGSA business. I went back this week on the International Hospitality board, but I didn't get to the meeting because Bartlett wasn't feeling well. And I'll probably do a certain amount in the USO if I have time.

Actually, the kind of job I'm going to do in RGSA is less demanding than what I did this last year when I was recruiting solicitors myself. Now that's going to be the chairman's job to do in Northern California. I want to be free to meet with these area people on occasion or do the pep-up kind of job that you have to do—'keeping hope alive.'

Morris: What is your new design for the RGSA?

Heard: This is a proposal that Dave Rice and I were talking about. It hasn't been approved, but I think that's automatic if we recommend it. Previously the RGSA has been functioning with Jay Ward as state chairman, who is largely responsible for gathering groups together and interesting them and selling them—largely the social events. We had not been able to get a Southern California chairman, so that I would say that 90 percent of the activity has been in Northern California.
Heard: But it's hard to get people with time to do these sorts of jobs, so that's why I came up with this idea of area chairmen. That party we had in Sacramento is what suggested it to me. This year we can make, as a major project, getting a network of area chairmen under the northern and southern sections, which are under the chairman of Robert Gordon Sproul Associates. And we're dropping the word state chairman; we're just making it chairman--

Dave showed me a list of how many people we have in all the states of the union that we know about that are Cal graduates, which is a totally insufficient and inadequate number, because I can think of people right away that I know more than those who are on that list. So we will build up those. And then we have lots of alumni overseas, in Tokyo and London especially. The Alumni Foundation sends a delegation, a couple, over every year to Tokyo. We can do this in other places abroad. It will be slow, maybe one or two people. But there are lots of Chinese in Hong Kong who have graduated from Cal and ought to be involved.

Morris: You were saying you liked the design of a network. You think it would be efficient?

Heard: I think it is, because it spreads the load. You can't expect the Northern California chairman to pop down to Fresno, and to Monterey, and up to Sacramento. But if we can find somebody to be chairman in that area, then I think it's probably my job to go and give the pep talks when the chairman doesn't want to or can't. The person we have recruited for Northern California is a very busy person and I don't think he's going to be doing all those little chores. Or we could have a meeting in one spot of all the area chairmen. That would be in San Francisco or Los Angeles.

We're just building up the fact that there are a lot of people out there who are ready to give but have never been asked.

The University of California Foundation is a relatively young organization. It only came on the Centennial. And we have never built up this attitude of alumni giving that the old-line colleges have. It's automatic that if you went to the Ivy League colleges or Michigan, you are expected to support the institution by annual dues to membership, or special contributions, or what have you.
Volunteer Opportunities

Morris: We've covered, I think, most of the things on our outline. Are there any things that we haven't talked about that you think we should include?

Heard: Well, I think I just wanted to question: have you gotten all the information from Al Taylor you need? Are you going to get the file?

Morris: Yes, the Council of Social Planning files are going to come to the Graduate Social Science library—a copy of every report.

It must be very satisfying to have put in this length of time with organizations and to have seen the kind of growth that you have.

Heard: Yes. I can't think of any that have died. Maybe some should have [laughter]. They've changed.

Morris: I guess that's the nature, from what you were saying about things that volunteer organizations can do. They do change and respond.

Heard: But it's such a rich field of activity and opportunity for people—men, women, and children—to get involved in that you just long to find better ways of involving them, of finding them, and getting them involved.

I'm kind of at loose ends—with the problem of getting committee members for the Program Committee of TA. Well, I haven't really tried too hard, because I don't think we need large committees in Traveler's Aid. In a casework agency there's not the opportunity to involve yourself with the clients that there is in a group work agency, so in some ways it's less satisfying. I think one of the chief roles of a board in a casework agency is to interpret your need for the program.

Morris: Out to the wider community.

Heard: Yes, and that you learn through hearing case studies presented—largely through that.

Morris: If you're doing a community education job, that almost requires a staff person to prepare the kind of materials that will tell the story once the board has figured out what to say.
Heard: Yes, that's right. Or nationally, we have a PR committee made up of PR experts who work on this.

Morris: Professionals?

Heard: Professionals. For instance, Orin Spellman in Philadelphia, the chairman of the PR committee, has one of the big advertising agencies.

Morris: But he's donating his expertise on this Traveler's Aid committee?

Heard: Donates his time. Or Joe Singer, who's one of the big public relations people in this country, is on that. He's chairman of public relations for national USO. He's also on the TA board. That's a volunteer contribution. I don't know what else he does in other communities.

Morris: In terms of the volunteers coming along, have you got any advice for them as to unfinished business or areas of opportunity?

Heard: When I was in college I took a course in the control of poverty with Dr. Peixotto, and one of the speeches I came across in this pile here was one I made, say ten or fifteen years ago, in which it appeared that very little had been done—that we still have those big problems.

I came across a wonderful illustration about a man from Mars who came to this planet. He was impressed with the fact that there was so much poverty, and he said, "Why don't you build more houses?" Well, they didn't have the tools or something; they didn't have the manpower. "Eleven million unemployed, you don't have the manpower?" He went down a whole list of things, and then at the end, the person he was interviewing pointed out that in this country we have a system of profits and benefits and free enterprise, etc. So the man went back to Mars and reported on the illiteracy of the people on this planet.

It's still true. People just don't want to be bothered about ideas about which they have to change their preconceived ideas. I think it's very hard to get people to change, even when you're hit by a fact. Well, it takes too much energy. A lot of people are tired, they're confused. Who isn't? So there's still an awful lot of jobs to be done. I think for all the reasons we've enumerated, voluntary organizations are extremely important in our whole process.

The more we give over to government, the less control we have over our own lives. You get to have a dictatorship and then look what happens.
Morris: It would seem to me from listening to your anecdotes and adventures that, over the long haul, there is progress made by voluntary organizations.

Heard: Oh, yes. My goodness, look at the number of organizations that have been created, for just one illustration, and the variety of problems that they attack. The whole consumer movement, the conservationists, the environmentalists—you can't even turn over a fork up at Tahoe without getting into an environmental impact report. Which is good, but then you've got the conflict of interests. I notice that the legislature just knocked off the sixty thousand dollars for the Tahoe Regional Planning Agency because they said they aren't getting anywhere and they can't seem to stop the casinos from coming into Nevada.

Morris: I think we've taken care of things right up to today. Thank you.

[After reviewing the transcript of this memoir, Mrs. Heard added the following note.]

Heard: Bartlett and I were just saying that you have been a very skillful interviewer. You certainly have managed to extract from us more memories and experiences than we realized we had. We are also impressed with how many changes have taken place in our activities in just this one year.

Here I am doing a worldwide job for the RGSA in spite of my feeling that it is a job for a man. (I think that some of my men friends still have their fingers crossed but Dave Rice and I are really excited about it—chairman in both Northern and Southern California, sub-chairman in several cities, more than seventy solicitors, representatives in London, Tokyo and Honolulu in prospect.) Alta Bates has a new executive for fund-raising; TASSSA has become TAAA and moved its headquarters to Des Plaines, Illinois, a suburb of Chicago; I've rotated off of World Affairs Board, gone back on IHC; Mrs. Philbrook will retire as manager of Asilomar at the end of the year; so our long, long involvement there will change; the whole health field is confused and apprehensive about the pending "cost containment" restrictions, so problems seem to have proliferated and to be more rather than less challenging.

In going over the tapes, we can't help but marvel at the number of opportunities we have had to be part of so many of the significant changes in our country and in the world. Bartlett has been fascinated with the current discussion of the Panama
Heard: Treaty because he walked through the Culebra Cut when the Canal was being built.

True, lots of things have changed, but many haven't. We are still very busy, but we have kept up our practice of reading aloud. We started this on our honeymoon and still enjoy reading books and articles which we discuss together. Best of all, we are still partners in a real sense of the word.
APPENDIX A

ASILOMAR HISTORY

TAPE RECORDING 1969

FOR NATIONAL BOARD ARCHIVES
Y.W.C.A

COVERING PERIOD 1913--1969

ADDENDUM 1956-1977

By

MRS BARTLETT B. HEARD

Member Asilomar Committee
Member California Committee
Member Asilomar Foundation
1928-1960

ADDENDUM 1977

By

MRS ROMA PHILBROOK

MANAGER 1949-1977

COPIES
Asilomar Files
UC Berkeley Oral History
Winifred Heard Personal files.
This is Mrs Bartkett Heard and I have been asked to set down for the Oral History project of the YWCA, some of the facts and experiences relating to the Asilomar Conference Grounds which were owned and operated by the National Board from 1913 to July 1955 when they became part of the Park system in California.

If I begin by saying "It's Asilomar so lovely down by the edge of the sea Where the pine trees tall and stately and the sand dunes call to me", You will know that the whole history of Asilomar is shot through with an emotional tone which is part of its glory and part of its problems.

Like many other projects of the YWCA, Asilomar did not spring full bloom into the beautiful conference grounds it became in 1913. One might say that Asilomar really began in 1897 when the first student women's conference was held, but at Mills College under the auspices of the YWCA. In 1900 the Conference found a home at Capitola, near Santa Cruz, and this served the needs of women students and other groups until it burned down in 1911. In the summer of 1912, Mrs Phoebe Apperson Hearst who had long been interested in the student conferences, opened her home in Pleasanton where a tent city capable of housing and taking care of 300 persons was set up and when Asilomar opened in 1913, she gave all the equipment, even to the little iron beds and soft warm blankets to Asilomar.

1913 was the period in the YWCA when there were Field Committees in various parts of the country and the Pacific Coast Field Committee had some of the most influential and dynamic women in California on its roster (Mrs Hearst, Merrill, Olney and others with equal influence and outreach). Thru their efforts, the Pacific Improvement Company of Pacific Grove, offered the National Board thirty acres of land facing the Pacific ocean with the stipulation that they pay the taxes and erect $30,000, in improvements in ten years. In January 1913, when Miss Mabel Cratty, General Secretary of the National Board, first saw the property, not a tree had been cut or a building site cleared but the grounds opened that summer to two YWCA conferences, student and City, with three hundred guests attending. The original equipment, built with borrowed funds, consisted of ten opensided tent houses, the Phoebe Hearst social hall which was meeting place, business office store and book room, and of a circus tent which served as dining hall when it was not blown down. Miss Julia Horgan was the architect then and for all of the beautiful buildings through 1928. College women who were known as Stuck-Ups and college men known as Pirates served as staff and one of the traditions of Asilomar during those early years was to have lunch interrupted once during each conference with fierce looking Pirates jumping in thru the dining room windows with swords drawn and loud war cried coming from all corners guaranteed to frighten even the most stout hearted. The Stuck-Ups paraded around the dining room singing their special song "We are, We are the great Stuck-Ups"

As years went on the Field Committee under the leadership of Mrs John Merrill Mrs Hearst and other leading women, raised gifts from friends who made Scripps, the Lodge The Grace Dodge Memorial Chapel, Crocker Dining Hall, the Fleishhacker Pool and other buildings and improvements possible. In 1915 the Committee operated a large cafeteria at the Pan-Pacific Exposition in San Francisco and made enough money to pay off their loan, to buy an additional twenty acres of land and to erect the Chapel and the Lodge.
The National Board Minutes of May 23rd, 1917 report a request from the Pan-Pacific Press that the Board purchase a copy of the Pan-Pacific Exposition book in view of the space in it that had been given to the YWCA but the National Board resolved that it did not feel that it can expend $25,00 for a volume like this at this time.

My own official and direct relationship to Asilomar began in 1928 when I was invited to become a member of the Asilomar Committee. As I indicated earlier, the Committee at that time consisted of the distinguished members of the Pacific Coast Field Committee, I was a very Junior member of this august group and I felt very flattered to be invited to become a member, and to relate myself to the Asilomar project. I remember 1928 very well because that was the time when Merrill Hall and the swimming pool were dedicated. One of the features of the dedication of the pool was a daisy chain which was to be carried by a group of teen agers surrounding the pool while the proper remarks were made about it. Because there weren't enough teen-agers I remember that I had to don a sort of Grecian robe and do my part in the dedication by holding up one end of the daisy chain.

At this time Asilomar was largely a weekend and summer conference facility. One of the very real problems which I soon became aware of as a member of the Asilomar Committee was the fact that Asilomar was losing money, not only in 1928 but for many years previously. Part of this was because in order to house and care for large conferences such as YWCA-YMCA student conferences, one had to have accommodations for 300 persons but for most of the time this was larger than needed and it was a very expensive grounds to maintain. By 1932 Asilomar had been losing money for several years at the rate of something like $17,000 a year. The National Board at that time owned a good many camps, the Dodge Hotel and other facilities and few of them were carrying their weight during the Depression period and so in 1933, May 9th to be exact, Miss Anna Rice who was the General Secretary of the National Board, came out to Asilomar and met with Edith Stanton, the director, and with members of the Asilomar Committee to discuss the Asilomar deficit in relation to the total program of the National Board, Miss Rice reported that the Dodge Hotel was also losing money and that by January 1934, the Board would be at the end of their resources. In view of this situation, the Executive Committee of the National Board was recommending that the Board dispose of all its properties.

"But Asilomar" she said, "is different and before a decision to dispose of it was made the Board wants to know its real value to local Associations in the western region and whether or not the continuing annual deficit balances what might be done with a similar sum used nationally for program work."

After all, there were a lot of Associations in other part of the country who didn't know anything about Asilomar, or shared our concern and who had a legitimate claim on National Board funds. So a letter from Miss Anna McClintock, chairman of the Executive Committee, was sent to all local Associations in California asking in what ways the National Board could be of greatest service on the Pacific Coast; how many delegates went from their Association to Conferences at Asilomar and invited suggestions as to ways by which the Associations in California could help reduce the 1934 deficit.

I think it is important to point out that one of the most difficult aspects of the long struggle of the period up to 1952 was the conflict between the emotional attachment which YWCA's in the West had for Asilomar and their inability to produce enough business to justify YWCA ownership. We made a survey which showed that something near 10% was all the YWCA could produce even if it held all its conferences at Asilomar.
In 1932 local Associations were caught with diminished budgets and increased needs in their own communities so there were no real offers of help from them and on January 24th, 1934, the National Board voted to close the grounds on August 15 after the summer conferences, and to offer Asilomar for sale.

Well, fortunately or unfortunately, no one came along to buy the Grounds and the pressure to continuing conferences didn't let up so in the summer of 1934, Mrs Olney and I worked with the National Board on plans for forming a California Asilomar Committee to take over and to operate the Grounds. Our original plan was to purchase the grounds for $50,000, and to do extensive promotion. We called on several of the principal donors and all of them stated that the money they had given to Asilomar had been well used but that they did not wish to contribute additional funds; that much as they would regret having Asilomar sold, they did not expect the National Board to maintain it at a continued deficit. Failure to raise the $50,000.00 resulted in the formal closing of the Grounds on September 4, 1934.

Now you might think that this was the end of Asilomar but when the Student Conference indicated their desire to hold their 1934 Christmas conference at Asilomar, Mrs Olney and I again made a proposal to the National Board for opening the Grounds for the Student conference and such other conferences during the spring and summer of 1935 as wished to use the grounds. Perhaps you have anticipated Miss Rice's telegraphed reply which read "Budget as set up makes impossible National Board assuming administrative responsibility or risk of deficit. Would turn over full responsibility of recruiting, managing, financing proposed conferences to California if Heard or Olney would be chairman". We replied that I was assuming the chairmanship and that we would continue the conference grounds with the proviso that the National Board carry the expenses already assumed for the grounds on a closed basis and that the California Committee would carry complete responsibility for all additional expenses incurred in holding these conferences. This plan was approved by the National Board and from December 19th, 1934 to April 15th, 1936 this California Committee which was composed of Mrs Warren Olney, Mrs Robert Vickery, Mrs Harry M. Sherman, Miss Elsa Schilling and me as chairman, operated the Asilomar Grounds for conferences only and during this period the California Committee returned $3,893.94 to the National Board and provided for some 16 conferences.

This arrangement with the California Committee was obviously a temporary stop-gap procedure and so the National Board continued its efforts to dispose of the property. On April 15th, 1936 the Visel Brothers were given a lease to operate the Grounds as a hotel and conference facility. They borrowed $10,000, from the National Board to do some necessary repairs and had an option to buy the property for $100,000. Although they operated the grounds for five years and managed to break even I think, they were not able to take up the option and so at the end of five years the National Board leased the Grounds to the National Youth Authority which operated it as a training center in 1941 and until mid 1942 when the NYA was discontinued and the grounds were again closed.

This was of course the war period and there was a tremendous influx of military families into the Monterey Peninsula, Pacific Grove area due to the existence of Fort Ord and several navy operations. The military was not enthusiastic about having families around and so they made no attempt to provide housing. In 1943 the National Board therefore was approached by a person who owned a motel just outside Asilomar to lease Scripps which was the main hotel type building on the grounds at that time. It had a kitchen and was therefore suitable for family use and it was our understanding out here that Scripps was the only building being used by military personnel. In the spring of 1944 when Helen Flack, correlator of the Western Region, and I, the chairman, decided that we would have a regional conference again and have it at Asilomar, we went down to look the situation over and found to
our absolute amazement that not only Scripps but every other building on the
Grounds including even the long houses was being used by military personnel.
They had little community kitchens set up in Scripps and in Crocker and
everywhere you turned there was either a small stove and refrigerator or big
ones with sections marked off for different families and some of the most
frightening experiences Helen Flack and I have ever gone through were in
relation to our determination to get Asilomar back as a conference grounds
which meant evicting the persons whom we felt were using buildings for wartime
housing without permission.

Because of our relationship with the OPA and the wartime housing authorities
and personal connections, we were able to do this although it was not a pleasant
time for any of us. We had an ally in the Health Department which was concerned
about the possibility of an epidemic. I think the thing that made it possible was
that Asilomar had always been listed as a hotel and conference grounds and
according to the law, hotels can evict guests with a one week's notice and of
course we gave them a longer time than that, so in the spring of 1944 we were
back again in the conference business at Asilomar altho we continued to provide
some wartime housing until 1946.

One of the best things we did at that regional conference in 1944 was to
bring Mrs Arthur Forrest Anderson, then chairman of the Finance Committee of
the National Board, out as one of the leaders of the regional conference.
Firing the conference and around the edges we had long, long discussions with
all the National Board members from the region plus local members, and we came
up with a number of ideas. We recognized that the National Board could not be
expected to keep Asilomar unless some more permanent plan for its operation
and cost could be worked out and that, they always had the right to dispose of
the property, but we were unanimously agreed that Asilomar was of inestimable
value for carrying out the program of the YWCA and of other groups who like the
YWCA were concerned to make possible interracial conferences and freedom of
discussion so we proposed that we try to raise $300,000 from gifts for
buying the grounds ourselves. We discussed setting up a Friends of Asilomar campaign
and various members of the Committee were assigned to make calls on strategic
individuals thru out the State hoping to obtain several annual gifts of $10,000.
in addition to several gifts in the $25,000 category, I was assigned the
responsibility of talking to several of the leading bankers in San Francisco
and I remember one of them asking me "Who do you know who can shake the money
trees in San Francisco?" Unfortunately we did not know many who wished to
invest further in Asilomar and so this effort also came to naught. Mrs Olney,
who was no longer a member of the committee, stated that she felt that Asilomar
should be sold and she further stated that even in the early days of the operation
of Asilomar, a number of the members of the Committee questioned the validity of
such an operation for the National Board but we were determined and so we worked
thru the fall of 1944 and summer of 1945 on this effort to raise $300,000 or
to borrow a large sum. During this period we had discussions with the YWCA relative
to their buying a half interest which fell thru. We had a n offer from a concern
which planned to convert the property into a home for older persons which failed
to materialize but in the fall of 1945 we had an offer from the Southern Baptist
Church to purchase the grounds for their conference headquarters in the West.
Consequently Helen Flack and I went to New York on December 7th, 1945 with
these two offers of sale and one from the Asilomar Committee for a twenty year
lease and a loan of $200,000, with interest at 2% to be repaid over a twenty
year period at $10,000, a year and all operating expenses to be assumed by the
California Committee. The representative of the Baptist Church also went to
New York and I remember that before the Board meeting he came into Mrs Ingraham's
office and that he asked us to kneel while he prayed that the Board would make
the right decision. The group included Mrs Ingraham, Mrs Anderson and I think
Edith Macy and Grace Elliott in addition to Helen and me.
Well, Helen and I had come to the meeting armed with photographs of the buildings at Asilomar and we put these up on easels in the meeting room which happened to be the Foreign Division room on the 11th floor. We had a spotlight turned on the photographs and we made our proposal. 1, to sell to the commercial concern; 2, to sell to the Baptist Church or 3, withdraw Asilomar from the market and continue to operate it thru an Asilomar Committee and to loan us $200,000, which we would repay over a twenty year period with interest at 2%. To our amazement, the Board voted for the third alternative, I think that the reason they did was because one of the southern members of the Board felt that the Baptists were not wholly sympathetic with some of the concerns which motivated the YWCA and that we might not find it possible to continue holding our conferences at Asilomar. In any event the Board voted on Mrs Anderson's motion which was, and I quote "Be it resolved that the National Board withdraw the Asilomar property from the market and to continue to operate it primarily for conferences, making available $200,000, either as a loan from capital funds or borrowing and that the National Board vest responsibility for the management of Asilomar in the California Committee" The Committee to be composed as I have described, Mrs Anderson pointed out that the Board must realize that even with the $200,000.00 fund for renovations and initial expenses the experiment is not absolutely certain to succeed although the improvement of the plant would increase the value of the property in case at some later date it would be necessary to put it on the market. The Board assigned Miss Flack and me the responsibility of the project along with other responsibilities in the region and as soon as Miss Flack returned to the Coast in February we began the task of recruiting local members for the Asilomar Committee and of securing a Director. The first Director was Fern Kissinger who was loaned to us from the Spokane YWCA. Subsequent Directors included Mude Gill, Rosalee Venable and Mary Buchtel who served from 1947-1949 when we recruited Mrs Roma Philbrook who still holds the position today.

You can imagine that we were somewhat awed by the size of the job we had taken on. The grounds and the buildings were in a badly run down shape due to the war housing experiment and general neglect so the Asilomar Committee had to spend its $200,000.00 loan for such things as repairs to roofs on all the buildings and refinishing the trim on all the buildings with our specially made Asilomar green paint. We spent $43,000 on plumbing, road work had to be done and much of the electric wiring replaced so by the end of 1949 we had used up our loan. Meanwhile however, our conference business had increased and although Asilomar was still dependent on weekend and summer conferences, week day business was beginning to pick up as housing became more attractive and groups on a per diem allowance began to hold their meetings at Asilomar. Through our Friends of Asilomar project to which several friends of the National Board made generous contributions between 1946 and 1950, we raised $29,220 and only in 1946 did we fail to meet our obligation to repay $10,000 on our loan.

The Minutes of the Asilomar Committee meetings in 1945 indicate that we recruited a local operating Committee of women from the Monterey, Carmel area and worked with Miss Kissinger on the renovation and refurbishing of the grounds, but on October 1, 1945 the large Asilomar Committee held its first meeting at which Helen Flack and I assumed responsibility for the total operation as requested by the National Board. Five of the members of the National Board from California were present as well as three others from the Western Region, and this committee continued its management of Asilomar until 1952 when we began a new phase of our negotiations concerning Asilomar. By that time we had renovated the Grounds so that we were proud of them and of their usefulness, not only to the people of California but to other parts of the country as well.
In this period when we were operating the Grounds as an Asilomar Committee, there was still a good deal of interest and activity concerning the grounds on the part of Pacific Grove and other sections of the State and it was at this time that the Division of Beaches and Parks of the State began to express an interest in Asilomar. We had first worked on the idea of selling the grounds to the State back when Earl Warren was Governor and we had several talks with General Hannum, Director of the State Parks system, but they were not interested in acquiring a conference grounds. In 1949 a State Recreation Commission was appointed in California and as a member I came to know Mr Joseph Knowland, chairman of the division of Beaches and Parks and Newton Drury, its Director, and we began to work with them on the idea of selling Asilomar to the State. Mr Drury was keenly interested in preserving the wild and beautiful parts of California and especially concerned about the dune area at Asilomar. Perhaps you know that the white sand of Asilomar is one of the few or perhaps the only places in the United States where the sand is as fine and of the texture which is needed for some types of glass manufacture. The Del Monte Company had begun to sell off to the Owens Glass large amounts of the dunes immediately adjacent to Asilomar, and I mean really large amounts which were practically destroying the dune area. Our Asilomar Committee was offered ten thousand dollars for the sand directly in front of the Chapel and beyond the circle, but much as we needed the money, we refused to sell when we found from consulting the Geodetic Survey personnel that this would amount to 200,000 cubic feet or four city blocks one foot high. The Division of Beaches and Parks was also interested in conferences but not as an operating body, so we began working with Mr Drury on a plan whereby the dune area would be set aside forever as a wild area and the remainder of the grounds would be retained and developed as a conference grounds. (It was estimated that it would take twenty years or perhaps never before the wind would blow back this amount of sand.)

The idea of a sale to the State appealed to our Committee even tho we had signed a twenty year lease, Altho we knew that we could meet our obligations to the National Board it was a heavy responsibility and we were not sure how the project would continue when some of us who had carried the responsibility were no longer available.

One of the aspects of the acquisition policy of the State at that time was a provision for the purchase of desirable land on a matching fund basis and so we went back thru all the records, and California seemed to be only place where they were available, to find out how much the National Board had invested in Asilomar from 1913 to 1952 in loans and deficits. This added up to $351,000 including the $110,000 which the Asilomar Committee still owed on the $200,000 loan, so we conferred with the Division of Beaches and Parks on a sale price of $700,00 of which the National Board would contribute $350,00, and by November of 1952 we had worked out an agreement by which the State would buy Asilomar restricting the dune area, and turning over the operation of the rest of the grounds to an Asilomar Foundation which would agree to operate the Grounds for a period of twenty years without cost to the State. This was much the same arrangement which we had had with the National Board except that we had no loan to repay and so in November of 1952 we set up the Asilomar Foundation composed of Mrs Maude Empey, who had long been associated with the Asilomar operation and was a former Board member of the San Jose Association; Miss Helen Grant, then Executive Director of the Oakland YWCA, Mrs Samuel May who had attended one of the early conferences at Asilomar when she was a student at the University of California YWCA, and who became a member of the Asilomar Committee in 1949 at the conclusion of her term as State president of the League of Women Voters, Mrs Walter Gordon, who had to resign shortly after the Foundation was organized because her husband was appointed Governor of the Virgin Islands whom we replaced with Mrs Gerit Henry of Carmel who had
been active on the local Asilomar Committee and whose family had long been interested in the YWCA, and I was the chairman. So once again we were back with the responsibility of Asilomar and again awed by the job we had taken on, but we believed we could do it and we had already invested so much of ourselves in Asilomar that we could not bear to see the opportunity to continue its service pass by. Once again we thought that the problem of Asilomar had been settled but unfortunately it was not until July 1955, that the sale was finally concluded.

1952-1955

To be sure things went along smoothly for a few months and the Foundation began a series of renovations and improvements but in August of 1953 we ran into our first difficulty when the Attorney General's office and the Title Company took a highly technical view of the restrictions in the original deeds to the National Board. As I may have indicated, there were four parcels of land covered by four different deeds, each with a different set of restrictions. I want to describe them because they indicate how much progress has been made in this field since 1913. The first thirty acres deeded by the Pacific Improvement Company included restrictions related to the sale of liquor and gambling. Obviously we would want to go along with these. The second twenty acres purchased in 1917 included the same restrictions on liquor and gambling but also included the statement, and I quote, "Article IV in the deed," that the premises herein described, or any part thereof shall not be in any manner used or occupied by Asians or Negroes; and the party of the second part agrees not to sell or lease the property, or any part thereof, or to convey by deed, or otherwise, any part of the premises herein described excepting to persons belonging to Caucasian race; and agrees not to sell, lease or convey or otherwise dispose of the whole or any portion herein described to any person born in the Turkish Empire or to any living descendant of such person, except that person of said races may be employed as household servants." In other articles there were restrictions forbidding business to be conducted on Sunday with the Pacific Retreat Association as the enforcing agent and there was another restriction which made it necessary to get approval from the Del Monte properties, Co successor to the Pacific Improvement Co before any building or structure could be erected. Looking back, it seems strange that the National Board should ever have accepted or purchased land with such restrictions for it certainly broke them as far back as I can remember.

We spent some time pointing out to the Attorney General's office that the racial restrictions had been declared invalid; that we intended to observe the restrictions against liquor and gambling and that the two parcels on which Sunday business was prohibited had never been used for business since there are no buildings nor ever had been any buildings on those parcels of land and that the accusation that the National Board had been violating this restriction for thirty years was simply not true. Because of the delays however, the National Board entered into an agreement on May 6, 1953 "That the Asilomar Foundation be constituted the operating body until the transfer of title with the National Board carrying the insurance program and the Foundation assuming the operating costs effective April first, 1953. The purpose of this action was to assure the National Board of no deficits and also to guarantee to the Foundation that surpluses accumulated during the peak season could be held over for lean months.
We were able to work out our problems with the Attorney General and with the Division of Beaches and Parks which satisfied its interest in the dunes and the beach area and ours for conference use and things were moving toward finalizing the sale when John Pearce, State Director of Finance, suddenly announced that the whole deal was off. This really set off an uproar in Pacific Grove, among the conference groups, in our Foundation and just about everyone who had ever known Asilomar got into the act. The City of Pacific Grove established a "Save Asilomar Committee", all kinds of people wrote letters, but the Asilomar Foundation especially Mrs May and I really went to work and carried the struggle in Sacramento. First of all we called on Governor Knight who promised us that he would approve the purchase if we could get a bill through the Legislature. Senator Fred Farr of Carmel and Assemblyman Pattee introduced such a bill which was passed unanimously in both houses. Then due to Mr Pearce's continued opposition, the Governor pockets vetoed the bill. This infuriated Mr Knowland and us and made us more determined than ever to conclude the sale.

Mr Pearce had several objections and nothing we could do or say made him change his mind. He really didn't believe that a small group of women could operate the grounds without financial assistance. He felt that the buildings at Asilomar would require additional funds from the State for rehabilitation and that pressure from conference groups would make Asilomar "football." In March of 1955 he indicated to a group from Pacific Grove, who met with him, that his real and primary reason for turning down the purchase was that he thinks it will continue to operate exactly as it is, no matter who owns it, and without State purchase. He also indicated opposition to the Asilomar Foundation as the operating agent, stating that the National Board is in effect getting $350,000 for the property and then continuing to operate it thru another group which is the YWCA.

The Committee also reported that both Mr Pierce and others in Sacramento had received copies of "Lace Curtains", a pamphlet written in 1948 by Joseph P. Kamp, accusing along with other groups of being infiltrated by the communists. Mr Pierce and others stated that they had questions about the nature of groups meeting on the grounds and that they believed the YWCA was bailing itself out of a difficult venture.

My notes for 1955 indicate that Mrs May and I spent many long hours in Sacramento and in Pacific Grove, in conferences with Mr Knowland and Mr Drury and that it was finally clear to Mr Pierce that Mr Knowland was not going to give up. We had to come to the conclusion however, that some solution which Mr Pierce could accept would have to be found and the most acceptable was for the Asilomar Foundation to withdraw as the operating agent and to relinquish this responsibility to the City Council of Pacific Grove. Under pressure Mr Pierce accepted this compromise and on July 1st, 1955 Asilomar became the property of the State of California with certain sections set aside as wilderness area and the remainder to be continued as a conference grounds with the City of Pacific Grove assuming all operating costs under the same terms as had been approved for the Asilomar Foundation. For those of us who had worked for so many years to preserve Asilomar as a conference grounds, the afternoon of July 1 was an emotion laden occasion. Mrs Paist presided at the ceremonies and described some of Asilomar's history. Mr Knowland accepted the deed to the 60 acres and sand dunes from Mrs Ralph Fisher, representing the National Board.

He said "Of all the gifts the State has received I have never accepted any with greater pleasure." I must admit that I was almost overcome with emotion as I handed the large bunch of keys to the Asilomar buildings to the Mayor of Pacific Grove, Mr Higgins. I remember saying that to him the keys might represent pieces
of metal which opened buildings but to us they represented keys to a place
where prejudices disappear and new horizons open to the inquiring mind and
that we were passing on a precious heritage which we hoped he would cherish.

Looking back I wonder why did we do all this. The responsibility we took
on at various times along the way was frightening and there were many who questioned
our judgment but I think we did it because Asilomar had influenced the lives of
each one of us. It had a deep significance which we wanted to preserve for
ourselves and extend to others. We prized the opportunities which Asilomar gave
for freedom of enquiry, association with like minded and persons different from
ourselves; leaders whose ideas shaped our own, the experience of the out of doors,
in all its beauty and majesty and the spiritual enrichment which was always part
of any stay at Asilomar.

In 1969, 14 years have passed since that historic day. Asilomar has more than
fulfilled our hopes and dreams. New buildings have been added. Thousands of
conferences use and enjoy its facilities; under Mrs Philbrooks management, the
philosophy of the YWCA continues to find expression; the budget is larger than
that of the City of Pacific Grove and all without cost to the State. Over these
years, we who helped preserve Asilomar for the people of California have rejoiced
over the contribution the YWCA made thru good times and lean. We appreciate the
patience and leniency which the National Board showed to the Asilomar Committees and
the Asilomar Foundation. We were privileged to be part of the struggle and even tho the future of Asilomar looks secure under the agreement with the City of
Pacific Grove, I have a feeling that if there is any difficulty when the agreement
comes up for renewal in six years, that we or our descendants will be right back
in there fighting for that place "down by the edge of the sea, where the pine
trees tall and stately and the sand dunes still cast their magic spell.

ADDENDUM

May 1977.

Although it is a unit of the California State Prk System, Asilomar has been
operated under agreement by a nonprofit corporation since 1956. From 1956
until 1965, The Mayor and City Councilmen of Pacific Grove served as Board
members for the nonprofit corporation. In 1965 a five man Board was created
that better met Asilomar's need for ongoing leadership. The members of this
five man board were appointed by the Mayor and City Council for staggered terms
that retired only one person a year. In this way the continuity of leadership
was assured.

In 1969, the City of Pacific Grove decided to relinquish all responsibility
for Asilomar's operation. As a result of this decision, the Department of
Parks and Recreation, which had allowed the previous boards to regulate
activities at Asilomar, assumed a greater role in the operation of the conference
grounds. The Director of Parks and Recreation established a seven-member board
to be appointed on a state-wide basis, The change in administration has brought
Asilomar into closer relationship with the Department.

Staffing at Asilomar includes a State Park Ranger who is responsible for
security and for interpreting and protecting the natural resources.

Benefits for Asilomar employees have increased over the past ten years. They
now include a group life insurance policy, a retirement income plan, and an
extension of medical coverage.
Through all these years of State ownership, Roma Philbrook has remained as manager and has preserved the philosophy of the YWCA and built on it. All financial documents during the years when Asilomar was the property of the YWCA have been forwarded to the National Board. Copies of some other documents have been copied and will be deposited at Asilomar in the event that plans for displaying the historically valuable records materializes.

Many additions to the buildings and grounds have been made under Mrs Philbrooks management and Asilomar continues to serve many new groups as well as those which have been long time users of the Conference facilities.

It is still my firm conviction that few other institutions in California have contributed so largely to creating avenues of understanding between people of different backgrounds as has Asilomar and its history is important.

Mrs Bartlett B. Heard
August, 1977
At the time of transfer of Asilomar to the State, the City of Pacific Grove had formed a corporation known as the Pacific Grove-Asilomar Operating Corporation, which body would be responsible for operating the grounds. The board members were the elected councilmen and mayor, and served as long as they held office. They operated under an Operating Agreement between the City and the State.

On April 15, 1958, a state-approved Sub-Concession agreement was formalized between the City and the Corporation.

In February 1965 the complexity of membership of the Board was changed to be appointed by the Mayor with the consent of Council, said membership predicated on residence in Pacific Grove, and not a member of the Council. The mayor was to serve as ex officio member without vote. Members could serve two five-year terms, and the first board under this arrangement had staggered terms. This action was approved by the City Council the same month, and appointments made in March. The Articles of Incorporation were changed accordingly and were signed March 19, 1965, by the Secretary of State.

In November of 1969, the City submitted an amendment to end the sub-concession agreement with Asilomar and the State assumed the City's role. A new Concessions agreement between the State and the Corporation was signed September 27, 1970. This new agreement provided for a seven-man, state-wide board, appointed by the Director of Parks & Recreation, with consent of the State Park & Recreation Commission for a four year term, with the first appointments on a staggered basis. This is the present method of selecting members.

One of the first things possible after transfer to the State was the development of a Master Plan. Since the original one of 1958, there have been several plans, the last modification - termed the General Development and Natural Resources Plan - having been adopted by the State Park & Recreation Commission in November 1975.

With the Master Plan came a series of capital improvements and new building projects: the first one completed in 1959 was Surf and Sand and a new corporation yard. In 1961 a new kitchen and two new dining rooms was constructed. In 1964, a new domestic and fire water main system was installed and The Sea Galaxy completed. In 1965 a new housekeeping headquarters was built. The Long View Group was completed in 1966. The View Crescent was finished in 1968, and The North Woods completed in late 1972. East Woods - a complex of three lodges and The Training Center for Parks & Recreation - was ready for use in the Fall of 1973.

Other projects involved land acquisition (the entire block bordered by Sinex, Crocker, Sunset and Asilomar Blvd.); remodeling and refurnishing Forest Lodge; and other refinements and improvements to the general facilities and grounds. Merrill was refurnished, and improvements made to the bathrooms; Crocker chairs were replaced; a handsome deck replaced the old one at the Administration Building providing for large gatherings; sprinkler systems were installed in Merrill Hall, Crocker, Chapel and the Ad Bldg. Curbs were installed with new paving on major roads. Parking was designated by striping.
On the drawing boards awaiting approvals now are exciting plans for changing the Fireside/Forest Lodge area to a mini-conference center. Also a resource management plan is being implemented with the hiring of a landscape architect consultant. Much remains to be done: replacement of Lodge, Scripps, Tide Inn, Hill Top, and remodeling Long Views to have private baths; relocation of the Housekeeping Headquarters to the rear gate; new large meeting buildings for View Crescent and adjacent to Merrill Hall.

The success of operation of Asilomar during these twenty-one years of State ownership and corporation responsibility has been in no small way due to continuity of management and its policies, stemming from YWCA days.

RP
6/9/77
APPENDIX B

Notes from an Unrecorded Conversation with Roy Votaw, Chief of Field Services, California Youth Authority (retired), 8 December 1976

Winifred Heard is one of the finest community leaders in the state and you must know it hasn't been just Mrs. Heard involved in all these activities; her husband has always been backing her up. Her work with the Youth Authority goes back to the 1940s.

When the California Youth Authority came into being [1943], Karl Holton, its first director, and O.H. Close, a member of the Youth Authority board, were interested in community service to help prevent juvenile delinquency. Among other things, there were a series of summer conferences on youth problems at Stanford which Mr. Close, who was a Stanford grad, helped organize. They were going well, but John Bartke of the Stanford School of Education said they were too popular, they were not bringing enough of a cross-section of people who should be involved.

About then, there was a statewide conference on children and youth at which the idea developed that we should appoint a committee to plan and organize workshops that would meet during the year around the state and have some continuity. Mrs. Heard was then the principal lay leader in an ad hoc group called the American Youth-Serving Organizations and agreed to chair this committee for a three-year term. With the help of AYSO, we increased our sponsors to include the PTA, other state administrative departments, UC, eventually the medical associations, until we had 50 or more organizations sponsoring our workshops.

This was shortly after World War II, about 1948, and people still had difficulty traveling, so we sent out what we called our Flying Squadron to these workshops usually held at the State Colleges around the state. There was Lou Blumenthal, Roy Sorenson, Charlotte Elmott, and myself; we were the regulars. Mrs. Heard would come on some trips and also Mrs. Rollin Brown,
and we'd travel together in two cars. We'd meet with local agency people first to plan the workshop, which was usually a two-day event, and then we'd be the speakers and discussion leaders. We went as far north as Chico and Humboldt State and down to Bakersfield, San Diego, places like that. Ollie Snedigar, who'd been a UC athlete and was head of probation for Alameda County, would come along to interpret juvenile court and services. Dean Chernin (UC School of Social Welfare) related to a lot of this. (After the war he helped bring over ten Japanese leaders to study our system, five in institutional care and five in probation work.) Chief August Vollmer was also interested (during the 1930s, he'd been responsible for starting community preventive groups called Coordinating Councils); one of the last meetings he went to was one of our workshops at San Jose State.

This Flying Squadron traveled together so much, I remember Mrs. Heard saying once that we could deliver each other's speeches. Then we began to have annual meetings of the people we'd made contact with, at places like Asilomar, with Mrs. Heard as convenor. From the beginning, the workshops and the annual meetings were planned to include lay and professional people and the purpose was to strengthen the quality of local youth services in cities and counties. It was a little different from the Governor's Advisory Committee on Children and Youth, whose role was more policy at the state level. That was also staffed on a rotating basis for some years.

Governor Warren liked the interagency team approach and we were trying to downplay our interest in it, so one year the Youth Authority would staff it, then Social Welfare, then Education; usually a division chief in field services. I'm told that Pop Small, who was in Warren's office, liked the idea so well he tried it in Washington when he was Senator Kuchel's assistant and it got the interagency coordination idea started in the federal government.

Early in these workshops we tried to involve young people, particularly when we began having the meetings at Asilomar. In a sense, we did have a council of youth there. AYSO helped in recruiting young people; so did Arleigh Williams at Cal; the man who was the planning director in
San Jose; and Bob Beyer, who's now city manager in Saratoga. Winifred Heard encouraged the participation of young people and gave it real support, particularly young people from minority groups, as did Helen MacGregor, who was our liaison with Governor Warren.

We got a big boost in interesting minority young people when Roy Nichols, one of the Negro ministers in Berkeley, helped us as a speaker around the state. He used to tell me he liked the opportunity to get out to towns in other areas. We had good support for youth involvement all the way through from people like Mrs. Heard. It was an easy way for minority youth to meet with youth of other background from Future Farmers of America, 4H, church groups, and find out their common interests.

The White House Conference was held in December, 1950. I had helped prepare for that and we had sent a balanced group from California. We put it together carefully. At that point we had six to seven million people altogether in the network of organizations in California concerned about children and youth, including both the Governor's Advisory Committee on Children and Youth and our workshop committee, with many close ties between individuals in both groups. There was some feeling between the two: the governor's committee had some status, some wondered why the two groups didn't merge, others saw a separate role for the workshop committee.

The issue was resolved at a meeting at Asilomar in April, 1951, called to see what California should do as followup to the White House Conference and it was an interesting group process, as Judge Lenore Underwood from San Francisco said to me. The workshop committee was really launched as the California Council on Children and Youth then, with Jim Corson of College of the Pacific as its first president. The governor's committee became and remained a sponsoring member and the AYSO was discontinued.

On through the 1950s and '60s the Council continued to develop good relationships with professional and lay organizations, working with new groups like the Mexican American Political Association, Urban League, NAACP.
We were involved in a statewide conference on youth and a series of Conferences on Families Who Follow the Crops, learning special ways to reach new groups of youth and their parents. We also worked on the interagency staff team idea, trying to play down the Youth Authority interest and to get other agencies to take a larger role. We tried having some of our meetings in Sacramento, hoping to get the governor to address us or at least drop in. Pat Brown would come; Knight didn't, but he'd sponsor the conferences; then the support died out.

But Winifred and Bartlett Heard gave the Council the kind of continuous support that was critical in its initial stage. It was her essentially professional leadership that enabled us to make those workshops mean something. I think of only a few other lay leaders of her stature: Mrs. Rollin Brown, Mrs. Bernice Wood, Mrs. Hubert Wyckoff.* People came to those workshops year after year; some organizations would send the same people year after year; some would send the same people all the time; others would rotate who they sent; some would be wise enough to appoint someone who could communicate what they learned back to their organizations.

Mrs. Heard's leadership was more than just her presence at planning meetings and workshops. She would also invite us to her home and see that we met people who would broaden our understanding. This is the way I first met Howard Thurman. Karl Holton came down all the way from Sacramento for one of the Heards' dinners in Berkeley. She saw to it that we had broad representation from a wide group of minorities and that they accepted the workshops and were enthused by them. She gave us way beyond the usual quality of leadership. She was not perfunctory, but involved.

APPENDIX C:

NOTES ON THE STATE OF CALIFORNIA RECREATION COMMISSION
WITH COMMENT ON THE SERVICES OF MR. AND MRS. BARTLETT HEARD

By Sterling S. Winans, November 12, 1976
On The Invitation of The Regional Oral History Office,
University of California, Berkeley, California

The State of California Recreation Commission established in 1947 by the Legislature and Governor Earl Warren had two components: first, a board of recreation commissioners composed of seven citizens including Mrs. Bartlett Heard, Berkeley, appointed by the Governor for four-year terms; and second, the office of the Director of Recreation who served at the pleasure of the Governor.

Dr. Clarence A. Dykstra, Provost University of California, Los Angeles, was outstanding as the first Chairman appointed by the Governor. Commissioners served without compensation, although they received their actual necessary expenses in the performance of their duties; they expended their personal funds on many occasions.

Principal functions of the board of commissioners were varied:

"Cause to be studied and consider the whole problem of recreation of the people of the State of California as it affects and may affect the welfare of the people especially the children and youth;

Formulate, in co-operation with other state agencies, interested citizens and organizations, a comprehensive recreational policy for the State of California;

Aid and encourage but not conduct public recreation activities; and

Report annually to the Governor on the needs of the State and the local subdivisions thereof for recreation facilities, programs and activities."

In addition to assisting the board of recreation commissioners in carrying out its powers and duties, the Director of Recreation was responsible for the provision of services to state agencies and communities including:

Assistance to local public recreation agencies in operating their programs;
Development of standards for recreation and park services;
Aid in developing recreation services in hospitals, institutions and camps;
Conducting surveys of community recreation needs;
Aid in training professional and volunteer recreation park personnel; and
Services as a clearinghouse for recreation procedures.
Frequently, Commissioners, the Director of Recreation and staff members worked side by side on a specific project. A case in point was the California problem of many smaller communities adjacent to numerous military bases serving as the training ground for thousands of service personnel. Because of her experience as an official in the United Service Organizations (USO), service as President of the National Board of the Young Women's Christian Association and knowledge of public recreation agencies in Alameda County, Mrs. Heard accepted leadership among the Recreation Commissioners for the organization of a California Statewide Committee on Off-Post Recreation. The voluntary committee was composed of the following:

- Special service officers from Army and Airforce installations;
- Recreation and Welfare Officers from Navy bases;
- Representatives from USO, National Catholic Community Services, National Jewish Welfare Board, Salvation Army, National Young Mens Christian Association and the National Young Mens Christian Association; National Travelers Aid Association;
- Representative public park and recreation administrators.

Sterling S. Winans, State Director of Recreation, served as Secretary of the Committee which met quarterly and procured a staff member on loan from the City of San Diego for full time service to communities adjacent to military bases. As a writer as well as an effective public speaker and committee chairman, Mrs. Heard helped develop a state publication, "Off Post Recreation for Service Men and Women" (1950) which was used as a guide by community agencies throughout the state.

State-sponsored conferences were utilized frequently in California by Governor Earl Warren to get the help of Mr. and Mrs. Citizen in solving major problems; such as conferences on youth welfare (1949 and 1956), employment (1949), problems of the ageing (1951), educational television (1952) and mental health (1956). Mrs. Heard and other commissioners responded whole heartedly to these opportunities - usually at their own expense - served as discussion leaders in section programs and presented the role of organized recreation in relation to these subjects.
California's ideas on the protection of our children and youth were presented to the President's Mid-Century White House Conference on Children and Youth in Washington D. C. in 1950. To help formulate California's recommendations for the national gathering, the Recreation Commission and several State agencies participated with the Governor's Advisory Committee on Children and Youth in holding a preliminary conference at Sacramento with an attendance of 3,000 citizens.

The Bartlett Heard family was aware of the significance of camping programs and organized camps because of their personal interest in outdoor activities for their children and their knowledge of the experience provided to families in the municipally operated camp pioneered as a public service by the City of Berkeley, California, Department of Recreation. In fostering camping experiences for girls in their early years, Mrs. Heard was an officer on the national and local boards of the Young Women's Christian Association and became an ardent supporter for the study of this subject by the State Recreation Commission. Its 1950 publication on this subject was prepared by the State Director of Recreation and staff members with the assistance of the Bureau of Public Administration, University of California, Berkeley.

Annual state-wide conferences, sponsored by the Recreation Commission, California Park and Recreation Society and the National Recreation Association, served thousands of employed and lay representatives from public, private, commercial and industrial recreation agencies. Mrs. Heard and Commissioners were not satisfied with a 'rubber-stamp' approach to the subject matter of these working conferences and made thoughtful recommendations as to program content as well as attending many of the sessions. At the conference in Fresno, California, (1952) the long time music interests of the Heard family came to the fore-front when Mr. and Mrs. Heard financed the services of Agustus Zanzig (nationally known folk music composer and leader) to conduct informal community
singing as a delightful preamble to each of the conference general sessions.

The public park and recreation function is complex and cuts across many departments of California government. Some of these departments were Education, Natural Resources (then included the Divisions of Beaches and Parks and Forestry), Fish and Game, Public Health and the Division of Fairs and Expositions in the Department of Finance. In relation to the Division of Beaches and Parks, Mr. and Mrs. Heard were especially effective because of their interest in preserving outdoor areas of park or historical value. To this end, the Heard couple was a prime mover in helping bring about the purchase by the State of Asilomar State Park at Pacific Grove. Originally, this priceless area had been owned and operated by the National Board of the Young Women's Christian Association of which Mrs. Heard was a past president. The Heards enjoyed the confidence of Joseph Knowland, Sr., of Oakland, who was Chairman of the State Park Commission. Working with State Senator Farr of Monterey County a plan was proposed, consummated and financed for State ownership of Asilomar and for its management by a committee of citizens from Monterey County. If one has been to Asilomar—and thousands of us have—its beauty, peace and tranquility always appear as priceless attributes.

Obstacles and hazards make for vitality and progress in human affairs—including government. Development of the State Recreation Commission and of park and recreation facilities and programs in communities are no exceptions. New ideas may, through their very newness, prove difficult hurdles and this proved true with the California Recreation Commission. Although its State budget was approximately one ten-thousandth of the total State budget ($62,780 in 1948 and $95,292 in 1956-57), officials and Legislators could be found in the halls of the Capitol who doubted the validity of this new approach. Mr. and Mrs. Heard were conversant with the legislative process and the positive ways and means to educate the legislature about the need, function
and contribution of this independent advisory agency. The quality of the offering by the Board of Recreation Commissioners and the State Director of Recreation stood up and support came from the League of California Cities, County Supervisors Association of California, the California Congress of Parents and Teachers and the California Federation of Labor. The interest of professional park and recreation societies was not lacking.

Ethel G. Brown, Los Angeles, an original member of the Recreation Commission rendered distinguished service to the State as Commission Chairman following her appointment by Governor Warren on the passing of Dr. Clarence Dykstra in May of 1950. In the Commission's annual report to Governor Goodwin J. Knight as of February 21, 1958, Mrs. Brown made this comment:

"During this decade, the growth in the number of local recreation and park agencies is almost phenomenal. More of our citizens, including older people and handicapped persons, now make use of local parks, facilities and programs. Recreation has a more significant role in the treatment programs for inmates of state schools, institutions and hospitals. Universities and colleges have established and are improving preparatory programs for the recreation leaders who will be needed in greater numbers. The Legislature has broadened the legal authority for state and local agencies."

Monthly meetings of the Recreation Commission were generally held in Sacramento, San Francisco or Los Angeles. In order to observe recreation and park areas and facilities and to become informed on problems of cities, counties, school districts, park and recreation districts and local agencies, the Commission met in many communities of the State; such as Berkeley, Eureka, El Centro, Merced, Riverside, San Diego, Santa Barbara and Visalia. Only one meeting during a ten year period was cancelled because a quorum of four members could not be anticipated. Attendance at most meetings was 100 percent - a notable record when it is considered that each day's meeting meant one or two days additional for Commissioners in travel away from their home and business responsibilities.
Outside observers have noted that high morale, sense of humor and lasting friendships were notable characteristics of Commissioners, Director of Recreation and Staff as a group whether at work on a project or after-hours enjoyment in a member's home and family. They must have heeded the advice of the Commission's first Chairman, Dr. Clarence Dykstra, who had been Chairman of the U. S. Selective Service Board during the first world war. Said Dr. Dykstra: "I concluded long ago that no board or agency is so important that its members shouldn't have a little fun". In all of these respects, Mr. and Mrs. Bartlett Heard were not lacking.

Appointment by Governor Hiram Johnson in 1913 of a Recreational Inquiry Committee was the root of an idea that a recreation commission should be established in California State Government. Not until 1947 did the Legislature and the Governor take affirmative action establishing an agency to spearhead a broad program of recreation for the people of the State. On October 17, 1947, the Commission held its first meeting in Sacramento:

Dr. Clarence A. Dykstra, Chairman, Los Angeles
Claude Adams, Modesto
Anderson Borthwick, San Diego
Ethel G. Brown, Los Angeles
Albin J. Gruhn, Eureka
Mrs. Bartlett B. Heard, Berkeley
Gareth W. Houk, Visalia

On December 16, 1947, the Governor appointed Sterling S. Winans of Santa Barbara as Director of Recreation who established a headquarters office in Sacramento and a field office in Los Angeles. Winans resigned on August 1, 1958 to accept a contract with The Asia Foundation as a park and recreation consultant in countries of Southeast Asia.

The board of recreation commissioners and the office of director of recreation were reorganized, in September of 1959, as a Division of the Department of Natural Resources and was no longer an independent agency. A major reorganization of State agencies came about in 1961. As a result, the Recreation Commission and the Chief of the Recreation Division were relocated into the
Department of Parks and Recreation which was assigned to the Resources Agency under the administration of a Secretary of Resources. Altho the board of recreation commissioners was retained until October 27, 1967 (date of its last meeting), primary consideration after 1964 was given to so-called 'State recreation problems' and little attention was directed to the expanded and significant park and recreation interests of cities, counties, park and recreation districts and school districts as required in the original charter (Public Resources Code, Division 7, Sec. 8600 to 8703). Lee Helsel served as Director of Recreation from August 1958 until January 5, 1959 and Wayne Bartholomew replaced him until February 15, 1960. The new title, Chief of the Recreation Division, was held by Elmer Aldrich until May 1964 and by Mrs. Rudd Brown until 1967.

Mrs. Bartlett Heard was one of the original Recreation Commissioners (appointed in 1947) who continued her distinguished service as a board member until October 27, 1967. From April 1961 until October 1967 she served as Vice Chairman. On the latter date, both the Recreation Commission and the Park Commission were disbanded by legislative act. A Park and Recreation Commission of nine members was appointed. Unfortunately for local public park and recreation agencies and voluntary organizations, the State Park and Recreation Commission and the Department of Parks and Recreation have not exercised the authority contained in legislative acts for the provision of advisory services.
Mr. Kerley is Vice Chancellor for Administration of the Berkeley campus. A brisk, hearty person, he recorded the following brief interview on his work with Mr. and Mrs. Heard and other distinguished alumni in his California Hall office on February 2, 1977.

Kerley: We, as an institution, have been so strongly supported by the state for over a hundred years that we really never developed an alumni involvement and a capacity to raise money that many other institutions have done, particularly in the private sector of higher education. But even in the public sector, if you're going to make comparisons of the University of California at Berkeley with other great public institutions, the first one that would come to your mind is the University of Michigan. The University of Michigan raises a lot more money from its alumni than does Berkeley.

If you were simply looking in the state of California, UCLA raises a lot more money from its alumni and from friends of the university than does Berkeley. In part, that's because UCLA has a medical center, and that's a romantic and emotional activity that tends to attract money.

But I think the Heards represent a new kind of involvement in fund-raising at Berkeley. When Chancellor Bowker came in 1971 we did not have a fund-raising program as such. We had the job of keeping the door open, and papers that flew in out of the good will of our alumni were properly processed and they were thanked. But it had no active or aggressive role. It's been the result of voluntary generosity of the alumni.

But now we have had for four years highly organized, aggressive effort to raise money from alumni and friends. And we do that through a variety of techniques. Annual giving, which is largely a mail and telephone campaign, together with personal contact asking people to give to the university for restricted or unrestricted purposes on an annual basis. Then we have a corporate and foundation effort where we go after corporations and foundations for projects, primarily of academic interest to the faculty.
Kerley: Then we have a program called deferred giving, which means that we have people trying to interest the alumni and friends of the university in including the university in either their will, or the disposition of assets—trusts and other kinds of things for the benefit of the university. We had never had an active, aggressive program for that. If some lawyer called up and said, "My client wants to leave part of his or her or combined estate to the university," we would respond to that. But we weren't out looking for them—looking for the alumni who can do this. So we have an active program, an aggressive program, to do that.

And what's all this mean? It means that in order to have this kind of program you must involve a lot of volunteers. Because hired fund raisers do not raise money. They organize a process by which money is raised, deploying people who can raise money in the process. For example, Winifred Heard is not only a trustee of the University of California Foundation, she accepted the job of increasing the number of people who give to the university through the banner of the Sproul Associates. She's the Northern California chairman for that, and she has done a fantastic job. Now she does that by picking alumni and asking them to talk to other alumni. It's kind of a chain letter effect is the method you use. You do not hire people on the university payroll, like Dick Erickson, and expect them to contact everyone in the alumni. It's impossible.

We have students who volunteer. We have young alumni who volunteer. We have a Cal Calling program, which means we take over a building like this, or the Alumni Foundation takes it over, and we have about sixty phones, and they sit down and have a list of people to call. The people have been written to in advance saying that, "We intend to call you." And, "We notice that you haven't given to the university," or "You gave last year and you haven't given this year." And they call up and ask them to make a pledge.

The importance of Cal Calling is not necessarily that a lot of money is raised. If you're in the annual giving business or in the fund raising business you know something—you learn some things. One is to get people to start to give. Because the likelihood that once they have given they will give again is very, very high. And if you can get them to give three years in a row you've got them. They tend to raise their gift every three years in value.

Morris: What kinds of qualities do you look for in recruiting somebody for the trustee level?
Kerley: Well, there's an old adage in fund raising that says that first of all you've got to have people as trustees who are able to give themselves. Secondly, are able to ask somebody else to give.

Morris: That seems to be a very hard thing to do. You hear that from all kinds of fund-raising people.

Kerley: Right. It isn't hard for Winifred and Bartlett Heard. Well, Bart's a little softer. It's not hard for Winifred. She's an unbelievable person. She gives a lot of her time, and I know she gives a lot of time to Alta Bates and to others--Traveler's Aid and the YWCA. She's a tough member of the trustees.

She knows what she thinks. Tough in the sense that she has an opinion that's usually the result of having done her homework, and when she commits herself to do something, she does it. She's very alert. She's very good at analyzing financial statements and other kinds of financial data. And she's got her eye on the target--she's not all over the lot. She knows exactly what the direction is, and what she thinks about it. I get a big bang out of her.

The priorities of what the board puts its efforts forth to raise funds for is largely decided by the chancellor. The board takes the position that the chancellor best knows what is best for the campus, and so they expect the chancellor to come forward with a list of things he believes to be important to the campus. We always have a list that's longer than any Christmas list you've ever seen. Of those, he has to decide which of those he thinks are the important ones now. Then off we go to organize ourselves into work groups, involving the trustees, to identify the people to be contacted to do this.

Morris: How do you go about screening what must be a rather gigantic number of alumni?

Kerley: Carefully. [Laughter] No, it's not an easy job, because you try and get two or three or four people who can become interested in a particular project. Take the engineering center--there our objective is to raise $5 million to build or remodel a facility or facilities, the purpose of which is to enhance the educational environment of the College of Engineering. And to have kind of an identity point for the college--something that students and faculty relate to.

So you decide you want to do that, you have to decide how you're going to get the money together to do that. It seems pretty logical you would go to the Engineering alumni.
Kerley: You have to decide what you're going to build. Decide how it was going to be styled and sized. And then you get their involvement. You get a group of people working—a committee. The engineers have organized themselves into a steering committee for the fund-raising on the project, and those are all alumni. One member of the committee is assigned to raise money from, let's say, the utilities industry. Another is from the mining industry. Anything where engineers are the important profession in the business.

Morris: Would Mrs. Heard be involved in something like that specific Engineering School project?

Kerley: No, she was not involved in that one specifically. She knows of it, because she's on the board, but that project is under Don McLaughlin, who's also a member of the board of trustees.

Morris: Does the RGS Associates have any particular projects that their fund-raising is attached to?

Kerley: No, the Robert Gordon Sproul Associates is not a capital giving program, it's an annual giving program. What a Robert Gordon Sproul Associate is asked to say is, "I will give the University of California $10,000. I pledge $1,000 a year for ten years," or there's some variances around that theme. "I pledge to give a deferred $15,000 gift." There's a bunch of rules.

Individuals can restrict the purpose of the gift. We'd prefer, because of the flexibility it provides the chancellor, that people don't restrict the gift, but most of them do. They really want them to go for scholarships, or this, or that. Basically it's student aid, and some cultural programs, some is at the discretion of the chancellor, some is for the library.

Whatever the university needs in the future is in the way of new venture money and money to do things. It's probably not going to come from the state. Higher education as a process no longer enjoys a primary priority in the state as far as the allocation of the state's means are concerned. I guess it would be fair to say that if we were to gain recognition from the state on the costs of inflation we'd be very happy.

So what we've decided to do is to go out and have an aggressive campaign to raise money. We don't spend any state money in raising money. That's part of our problem in financing a fund-raising program, because we have to finance it from giving.
Kerley: It's awful hard to figure what it costs. For direct mail you spend 20¢ for every $1.00 you collect. For annual giving programs, generally it's a similar thing. But if somebody leaves you a $10 million will, how do you count that. You may have spent five hours on it; you may have spent five months on it. Or you may not have known anything about it, it just came in. So it's very hard to get a cost relationship to the dollar value of the donation, but you have to. We spent last year about $890,000 dollars raising money. Now the dollar value of the money raised was $25 million.

A good chunk of it is in deferred giving, which will show up only on the death of somebody or the death of a child of somebody. So when it will show up as green money available for expenditure is something that you can plot out as probable, but you're not positive about it, unless the terms are such that you can calculate when it's going to happen.

Morris: How much time, do you suppose, do trustees put in on this kind of activity?

Kerley: Some trustees put in an incredible amount of time and others don't, just like any other group. I guess if I had to make some comparisons, which I didn't want to do, Mrs. Heard probably puts in as much time as anybody other than Gene Trefethen—he's president. She has the capacity to organize herself to do what she promises to do. You can't ask for a hell of a lot more. Some people could work thirty days a month and produce two Sproul Associates, and she might be able to produce six in an hour. You just can't measure it that way, so what you look for is results.

Morris: Does the discussion of fund-raising occasionally include comments back from the trustees about the way the academic program is going or their information from people on how parents feel or how students are feeling?

Kerley: Oh, yes, they bring us back information about attitudes—sure. They are heavily involved in the university, and a lot of them serve in other capacities beside being trustee. Some of them are class presidents and all different kinds of things. Sure, having a deep involvement with the university as a trustee of the foundation you would be sensitive to the university's involvement in the press, no matter what the issue, and what impact that might have on attitudes about the university.

Morris: Do people in the administration occasionally use them as a sounding board?
Kerley: Yes, we do. Mostly they are interested to hear what is going on in the university, because it's a very large and complex thing. You can't tell them everything, so you have to be pretty selective about the things you bring out as examples of what's going on in this area, what's going on in that area. The chancellor does that or I do that—it depends on whether he's there or I'm there or we're both there.

We do the same thing with the Alumni Association. I think you have to understand that the Alumni Association is a completely separate activity. They're a separate corporation, their job is to provide services for membership—get people to join the alumni.

Now, Bartlett Heard is a very interesting person, too. I don't know. I meet a lot of people, a lot of alumni, and I can tell the ones who have money—you know, there's no sense of hiding at all. The nice thing about the Heards is that they're so easy to be friends with, quite aside from all the things that they do, and their capacity to give, give their time and give some money, they're such nice, warm, solid human beings. Betty and I just enjoy being with them. It's a ball. We spent a few days with them up at Tahoe this summer and had a hell of a good time. Bartlett is really a madman at the controls of a speed boat, I'll tell you that. [Laughter] He's a high speed driver on the water. We had a lovely time.

I've enjoyed her because she is so alive.

The Heards are participating in a success story for us. When the books are closed for the year ending last New Year's Eve it looks like from all sources we will have raised for Berkeley $25 million last year. And that's a substantial increase over the previous year, which was around $14 or 15 million. Whatever has happened the board has done it. We have responded with an organizational structure that serves the board, but the board has done it. Without their participation, it wouldn't be possible. That ought to give them a good deal of satisfaction.

We have two management objectives, at least the way I say it in jest to the board. One is to beat UCLA, and the other is to beat Michigan. [Laughter] Just that simple.

Morris: So there is a sense of friendly rivalry.

Kerley: There has to be. I mean competitiveness is the name of the game as far as fund raising is concerned.

Morris: And Michigan and UCLA are comparable in size?
Kerley: No, we think that if we can beat them we will be really in solid, because both of them have medical centers and we don't.

Morris: Were you a football player when you were a student here?

Kerley: No, I was too old for that. I was a twenty-seven old freshman.

Morris: Were you? Good for you. I'm teasing, but the beat Michigan and beat UCLA does sound like a "Go Bears" type of enthusiasm.

Kerley: Oh, yes, I'm a Bear--there's no question about that.

Morris: Yes? [Laughs]

Kerley: No, I know from when I've done this before, you've got to set up some kind of competitive frame. But I don't think you can emulate the style of a private institution like Stanford, that goes out on a big campaign. For a public institution to announce a $100 million drive as our objective for the next five years would turn the legislature off like a light. It would also turn the alumni off. Because the main job in raising money in a public institution is to convince people that they should give money to the institution twice. Once as a taxpayer and once as a donor.

I've been on Cal Calling, and I've called up and talked to a guy and half the time I've run into people who were smashed. You say, "Will you give to the University of California?" "Well, I do that in my taxes." Another guy will say, "Are you kidding? I wouldn't give that kooky Communist breeding ground a nickel."

Morris: Does that attitude still surface?

Kerley: Sure. So you've got to recognize that that's there. You can't play that it's not there. It's there. And so you go to people who have close affinity, like the engineering center, you don't talk about that. You talk about providing an opportunity for students and faculty to have a better place to be. The university is largely a place to be. It's a place for human beings to be. People ask your definition of a university--I'd say it's a place to be and to become. No more complicated than that, but that takes a lot of work to do that. It takes a certain kind of environmental strain and music.

Morris: To what do you attribute the fact that you almost doubled the general fund-raising last year?
Kerley: I think we're picking up the momentum of the work in the previous years. Principally, a large portion of the increase is in deferred giving. It takes three or four years to get the paper work—the contacts made, the will drawn. There's a lot of momentum and inertia there, and we're now beginning to see the fruits of a lot of effort.

Morris: You said it was about five years ago that you set up this kind of a system. I was thinking of it also in relation to the United Way.

Kerley: I don't think you can make the comparisons with other philanthropic fund-raising in the Bay Area. At least I've found no good way to do it. Because nobody had ever asked the alumni of the University of California to give a dime. There'd still be that potential. It's a completely unique body. It's not the same body—sure, they're the same people who give to the United Crusade, but they give for a completely different reason.

The more you get out and around and get alumni making contacts—not the fund-raisers, not the staff. I think we'll get a lot more.

Morris: So when you do get somebody involved at the trustee level or the RGS Associates level the university is going to be in their consciousness so they will bring it up at informal occasions?

Kerley: Oh, sure—well, we have social events for them. What we do is we move them from Robert Gordon Sproul Associates into a delegate status, the foundation has a couple of hundred delegates, and then from the delegates you pick the board members. That's the way you process people in. You pick them up as donors, make them a delegate. The delegates work—they are volunteers. Then if they stay interested they become a member of the board of trustees.

Morris: You mentioned that Winifred Heard gets done what she says she will do, which is a marvelous quality. Does she also bring other people along and encourage them to do what they say they will do?

Kerley: One of the jobs that the board members like Winifred Heard have is to identify people and bring them on as delegates. Then Agnes Robb, for the last four or five years, she's put on an annual event for the delegates. We bring the delegates in here and give them two days of "This is what's going on at the university." I talk to them, and we have students talk to them, and they get involved in the university again.

End of Interview.
Robert Montgomery, the affable administrator of Alta Bates Community Hospital in Berkeley, discussed Mrs. Heard's work on behalf of the hospital in a brief interview in his office on February 11, 1977. Following are his remarks.

Volunteers at Alta Bates go back probably to 1950. First started with doctors' wives helping to make curtains for patient rooms, and pass out coffee, and help with flowers, and little things that staff nurses just didn't have time to do. Of course, the volunteer activity organization has grown considerably since then.

The Alta Bates Volunteer Association function is really threefold. One is to be of service to the patients and to help in those basic and extra-type activities of patient care that the hospital just can't afford to hire enough personnel to provide service for. The second function that they carry out is one of communications or public relations. As people in the community, they serve as a good resource for both helping to interpret to their neighbors and friends what the hospital's doing, and likewise, to feed back to the hospital areas where we're doing a good job and areas where we need improvement. Because they are volunteers, and they aren't identified as part of the establishment or part of the paid group, they're often able to, in talking with patients either in the hospital or friends outside, to get very straight answers, both good and bad, about what's going on and have very good suggestions. So they're in a unique position to help in that important communication process. We stress this in their orientation program—that part of their responsibility is to help the hospital in this communication, public relations role.

The third major function of the volunteer activity revolves around fund development programs and helping us raise money for those kinds of education, or charitable, or hospital building needs that we can't otherwise generate from day-to-day operations. And they do that through many different types of activities.

Then we have the hospital's board of trustees, who in a sense are volunteers, but they are the policy-making body for all aspects of the hospital's operation. There are various groups under the board, such as the medical staff, or the volunteer organization, or the management organization—we recommend policy to the board much as one would to the Regents or to a school board or something like this. The trustees are individuals who live in the hospital service area, and they volunteer their
time to see that the hospital meets its responsibilities to the people
that it's serving. There's an actual legal base for it in that as a
nonprofit organization we're chartered by the State of California to carry
out certain responsibilities. It spells out what we can do. The state has
to have some one to look to to administer this trust. After all, we're a
nonprofit organization, we don't pay property tax, we don't pay income tax,
so the state has a right to expect certain things of us.

One of its responsibilities is to meet all code requirements that deal
with health facilities. Well, the state has to have a group of individuals
that they can look to to see that the hospital is operated appropriately.
That's really where the word trustee comes from, because the trustees are
acting in trust for the people that we're serving. The state government
and the people trust that the board will see to it that their interests
are looked after. If the volunteer leadership of the board does not carry
out their fiduciary responsibilities appropriately then there's always
certain sanctions that can be applied to the organization.

At this institution it's been the practice to have about a third,
or thereabout, of the membership of the board to be physicians. Actually,
now it's less than that—it's five out of seventeen. Those physicians are
individuals who are there by virtue of their past officership of the
medical staff. As one becomes an officer, a president or vice-president
of the medical staff, then you automatically go on to the Board of
Trustees, with a vote. But as they finish their term of leadership of
the medical staff over a four year period then they go back into the general
medical staff. So that's more of a rotation program. Whereas the other
volunteers can serve an unlimited number of terms. The last term can't
start after the age sixty-seven. Although that doesn't apply to the
current board members who were here when that resolution was passed about
three or four years ago.

When we bring a new trustee on, we generally look for trustees that
will bring certain perspectives to the board. We look for people who have
expertise in a certain area. Whether it's health planning, or whether it's
business, or whether it's law, the political process, or different areas
of our operation that the board would be a better unit if it had some
expertise on the board or could draw upon certain expertise from the
advisory board to help advise in certain policy issues. So almost all of
the people on the board fall into one of those general categories. We
don't pick people just because so and so knows so and so and they think
they're a nice person. It's a lot more deliberate than that when you get
into an organization—our budget this year is around $35 million, and
1400 employees. You have to have a board that is willing to work, that
is knowledgeable, and really has something to contribute to the organization,
because it's a very important responsibility.
As health care becomes more of a right and government gets more involved, we're really moving more towards a public utility type organization. We're taking on a social responsibility that is greater than that of just providing service to those people who come to us and have the money to pay for it. And as you move in that direction you also have to have people on the board who have a very strong sense of social responsibility. That's to help balance those who have very strong fiduciary and fiscal concerns. As you know, in any field there's a lot of trade-offs on those things. We need that balance of expertise and capabilities on the board.

There is a nominating committee. Certain members of the management team participate in it. Our work even starts earlier than that, and that is we have advisory trustees who are members of the hospital corporation but they aren't voting members of the Board of Trustees. These are individuals who live in the hospital service area and also have certain areas of expertise. We have positions for forty individuals. As positions become available we look over what our needs are, and we actually seek out individuals who have those levels of expertise and have indicated some interest in the hospital, or we think they're somehow interested in health care services. And they're approached, and if they're interested in serving, well then they start serving on the advisory board where they are assigned to at least one trustee committee, that deals either with public relations or community relations, construction, planning, or finance activities. We have periodic meetings. These advisory trustees participate in those meetings and help make recommendations to the board.

So when it comes time to select new trustees we already have a group of thirty or forty people to pick from who have already demonstrated their interest in the hospital through years of volunteer service, although on a much less intense basis than trustee work, and we've had a chance to look at and determine whether their effectiveness and overall judgement exceeds their particular interest or committee they've been on.

I have spread sheets by category--the type of people that we have, and as that changes we look for new people. More recently we've been doing some planning in setting up our own prepaid health plan, much like the Kaiser plan. Well, we didn't really have anyone that had that kind of insurance background--the health plan insurance part.

So we began looking for someone like this. As we begin to move more into automation in the hospital we look for someone who's had a lot of experience with data processing in business or industry and has that particular slant, that can bring it to bear three or four times a year for us and we can benefit from his judgement in various committee meetings. That's how we approach it.
The board has a long range planning committee, and then it has a subcommittee, it's called the Medical Staff Planning Committee, but it is a separate subcommittee of the board planning committee, and that's where most of the ideas are first tried out with the medical staff regarding new medical program development. But all program development eventually goes through the board planning committee.

Mrs. Heard really fits into two categories. One, an individual who had—more of the social conscience type, the broad community interest. For lack of a better word, community representative or consumer representative, if one was to use that category today. I mean she didn't come here as a contractor knowing about construction, or she didn't run a business, or she wasn't a banker—she was just a person, a consumer representative, that had broad exposure to a number of social, health-related, educational institutions, and that type of input is essential and extremely valuable at the board level. She certainly became very attached and interested in what was going on in the hospital activity when she was a patient for several months a number of years ago. Later, I think, she was transferred to a rehabilitation center where she was in a very active rehab program.

Usually people are interested in serving if they've had some contact with an organization. If you like to swim and you're a member of the Y it's a good chance when the fund-raising comes around you might kick in five or ten bucks, and you might end up on a committee some day, and you might end up on the YMCA board, or any number of things—Girl Scouts, PTA, you name it. Usually you get involved either physically or intellectually with the service and what's going on, and what that organization's trying to do and trying to accomplish, and how it's trying to serve people.

This is true of our volunteers who provide direct service in the hospital. We have some four hundred people who are members of that volunteer service, and there's about three hundred of them who are active which means every month they come in and give a certain number of hours of service. This last year they gave between 65 and 70,000 hours of service. That's helping to run the little gift shop, and papers, and refreshment cart, art service going around changing the pictures in patient rooms—things like this. It's very active.

We have another group, it's under the foundation or the fund-raising arm of the hospital, which is the Foundation Associates. About three hundred women are members of that association, but there their activity is more sporadic. If we're having a special program, a stitchery program or something like this, they'll come and work just for that kind of activity, help raise money for that kind of activity, and then they withdraw into whatever other activities they're involved in. It isn't a major commitment, and it's more specialized and deals just with fund development. The actual hardworking active members, probably, are maybe fifty or sixty out of three hundred.
Mrs. Winifred Heard was one who really helped stimulate the concept of a separate foundation. We used to have a fund-raising committee of the Board of Trustees, and it was recognized that we weren't moving as well as we could, and there was a thought that we just had to recognize that fund development, education and philanthropic activities are big enough activities in themselves that would attract people with interest in that particular area and should be separate from the routine day-to-day hospital operation.

I think Winifred's leadership stems from her pretty strong philosophical outlook. And that is, from our contact here and my contact in seeing her work with planning agencies and things like this, is that she really believes in participation. She believes in broadening the base of participation, which is a way of involving more people in our society in our decision-making structure, in our power structure, in the institutional structure of our society. It's not only, probably, a personal feeling, but it's an intellectual understanding of the importance of dispersing power, dispersing decision-making, and you do that by building groups of people together, get them involved, get them working on something that's meaningful. They get something out of it; the community benefits—the individual benefits and society benefits.

It's very easy for her to grasp the value of expanding one's base of influence, get more people involved in what you're trying to do and not just keep it a nice little close-knit group of "We'll do this," and "We'll do that," but very open and willing to get more people involved to benefit all.

In the past, the idea of diffusing power, bringing more people in, has been more difficult in a medical institution than in some others, but in the past five to ten years, we've really seen hospitals beginning to think beyond their four walls. The hospital has become more public and has attracted people who have to view and work in a more public arena. It's attracted leadership who sees it that way. The concept of developing community health education programs, things that we're now into, that isn't something one did ten years ago. You didn't try and reach out and educate the person about how to stay well and how to keep them out of the doctor's office and such. You let them come to the doctor's office and pay and find out for themselves [laughs], being very crass about it, if you want to bring it down to that level.

Now the concept is much more open. It's still a very conservative atmosphere compared to some types of institutions and organizations. That, of course, stems from the by-product of the physician's work, which for the most part is conservative. You have to be very careful before you experiment on patients, and therefore you're trained to look at things very carefully, weigh a lot of facts—you don't jump in. It's not a risk type business. You want to make sure what you're doing is correct because the consequence of incorrect action is just so great. You take out a gall bladder and you shouldn't of, it's not like a spark plug—you can't
just screw it back in, and as a result their whole training and outlook is more conservative in nature. They've been trained to doubt, I mean, to question why. That permeates into an organization and how fast it moves in looking at its responsibilities or changing its adaptation.

Winifred is truly unique in many of these areas, because she's really been around. She brings a lot of presence, a lot of credibility and respect when she speaks. She's not hesitant to speak to any of them, regardless of position. For a variety of reasons, both direct experience and who she is and the stature she has, she's not timid about speaking up. And she'll say what's on her mind, and even though she knows that some people may not like it, she'll still give what she thinks—her opinion. And by being exposed to other health care organizations she's always sympathetic to exploring new ideas and will speak up on those points.

I don't know how many years she was active with the various planning agencies in this area. Then about ten years ago, the various governmental levels started setting up committees specifically for hospital, health planning. She's been active on the Comprehensive Health Planning board up until this last year. Those organizations have all been disbanded now and they're being restructured under a new system.

At the moment it's very frustrating, because there's just conflicting planning regulations between the state and the federal government. Three, four, five years from now it will probably be clear who's supposed to do what, and the organizations will be set up, and it will be straightened out. But for the last year and a half, and even today, it's in a very confusing state.

Any new program or service that the hospital plans to develop, you have to present it to these planning agencies. Up until last year we had one set of planning agencies, and then we had a new law, a federal law, come in and set up other ones. The law was there, not enough money was allocated to set it up, so these that were in operation have gone out of existence. The new planning agencies haven't come into being yet, at least in this area. They have in some places in the country, but right here in Alameda/Contra Costa county they haven't. And in the meantime, the state, trying to fill this void, has set up its own planning agency that we know will be going out of existence a year from now.

So anyone who is a knowledgeable, active person, like Mrs. Heard or others who have been around for a long time and have worked with many different institutions, see this as a waste of their time—to be working on something that's going out this year, to try and keep active in getting something going you don't even know when it's going to start again.

So that's what leads to that type of frustration, but she was really of very great assistance, brought a lot of judgement and a lot of perspective to these planning bodies, and in many respects had more
credibility with other consumers on the board than a hospital administrator or someone else getting up there and giving facts and figures, and the consumer didn't know if we were trying to sell him something or not. But someone who was there and had to participate in the discussion and the vote carries a lot of influence. They have nothing personal to gain in terms of whether that new program would start or not, and therefore could speak with a little more objectivity.

On a more immediate basis, now we have a hospital-neighborhood committee, we meet monthly, there's two or three trustees on it, and there's five or six representatives from four or five different neighborhood groups that we have around the hospital. We meet on various issues. It's almost become a sort of formalized committee for the hospital. When the hospital was expanding, starting back seven or eight years ago when we were buying land and this type of thing, there weren't such groups. They were just really individuals who would at times complain about this or that or express concern, and we would deal with that on an individual basis. It was really only after the land that was necessary for the facility was acquired and the building was built--this kind of came about at the same time when the whole concept of neighborhood organizations came into being. And ever since then, we've been dealing with our neighbors in sometimes very difficult times and difficult circumstances, but in the last year or so since we've set up this committee, we have begun to understand each other's views better--and that goes both ways.

I'm not quite sure just who suggested that we have a permanent committee to work with this. But I do know when this was discussed at the board that this was something that I recall Winifred was very tuned to, and spoke to the advantages of keeping the communications open. Of finding out what the needs are and dealing with them, and not just saying, "We don't have to deal with them, the building's built, what do we care what happens," type. You could take a very defensive posture. It was really the other way around: "Let's sit down and see what the problems are and how we work on them." We're here and they're there and we have to live together, and so let's set up a mechanism for doing so.

I think almost anyone associated with Alta Bates Hospital would classify Mrs. Heard as one of our most unique, probably the best example of volunteerism that you could find. She's able to bring that blend of giving of herself, that is hours of time--genuine hours, not just being there when they're taking pictures and that kind of business. I'm talking about the night meetings and the day meetings and just the hard work, whatever it takes--the hard working part of an organization. She's also been very generous with the funds that she has and those funds that she can give to philanthropic activities that she believes in and knows are doing a good job. She's a very generous person.
The other area that's really remarkable is the leadership that she brings in her own way to a board. On several occasions I've seen her just turn things. Whether in her mind it was planned that way, or whether she had thought about it, or whether it was just a spontaneous reaction. I recall one situation. She may not even think anything of it, but I thought it was really very important. And that was that we had a major building program underway and we recognized that we were going to have to go out and raise another $2 million or else we were going to have to stop the construction of the program.

Well, everybody had already been out raising money for two years, three years—they were tired. They had already contacted all the friends they could contact. You can only approach someone with raffle tickets so many times. [Laughs] We were having a meeting of the medical staff and the board people and everyone, and we were saying, "Here's the problem." We outlined the problem, and, "Here are alternatives. What can we do?" Everyone was just sitting there—it was one of those dead silence periods. And Winifred got up, and she said, "Well, there's just no question in my mind that we can do it. This hospital has been built on tradition. This hospital has been built on the shoulders of big people, and we're big people, and we can do the job." Something to that effect. Anyway, that whole thing just sparked.

She turned them on again. They were down: "Gee, we've done all we can do, and we've got another $2 million to go, and we have to get the money or we can't pay the contractor and the construction's going to stop." It was really a very depressing mood. She just took that leadership. She stood up there and was a leader, as a volunteer person in an audience of a hundred people all jammed in one room, and just laid it out. She said, "I'm sure we can do it. We'll set up a steering committee, and we'll regroup, and we'll get back here with a plan of action." And in essence, there were a few more points and things discussed and then we just regenerated another fund development committee, and we got in some new people, and got a few people to start some gift challenging, and I forget—you can follow it after that. But the fact is that that appeared to everyone, as far as I know, as a completely spontaneous act on her part.

She's given other reports and presentations and speeches—other things that have all been handled just very nicely and were very well received. But you asked me about a particular instance—-that's one that I remember, because I didn't know her very well. I was new here at that time and I didn't know what she was, what kind of work she had done. I knew her name, that was all. I knew nothing about her. That would have been true for the physicians and a lot of other people who didn't know her. One just couldn't help but be impressed by her faith in doing something.

She brings a lot of creative ideas to our fund development activities. Part of this may stem, I think, from the work she does with the university.
Another thing, she helped develop a direct mail program here (Friends of Alta Bates is what it's called) which is a direct solicitation to people, and has developed that program almost single-handedly and has been chairman of that. I don't know, maybe we have a thousand or so people who now give, I forget—it's a large number, who give anywhere from fifty to a hundred to two hundred dollars a year just on this little program that Winifred kind of runs out of her back pocket. And she signs the letters, and she sends them out to people, and she writes little notes to them: "Why didn't you give?"

She will go down in the history of Alta Bates Hospital as a real leader, as one who has twenty-five years or more of active participation and leadership in many different categories. All the way from new program development to getting us going in education and training programs to just her fund-raising assistance and helping others and prodding others. Because she's been around she has no difficulty in going to see anybody, regardless of who it is or how big a position they're in or anything else, she'll just sit down right across the desk from them and go at it. And at the same time be charming and delightful. I don't think I've really ever seen her lose her temper. I don't think I've ever seen her depressed. I don't think I've ever seen her angry. I've seen her concerned in a very meaningful way, but not one where the emotion ever overtook her ability to be thinking something through. She's in control of herself and the situation.

And being a woman has been no handicap with Winifred. Three or four years ago when all this Women's Liberation activity [was beginning], she just said right to the board, she said, "Well, I'm not always going to be here forever." And she says, "I think we better be bringing along some other women cause you guys need it up here." [Laughter] So she was on the nominating committee, and she put forth the names of two more women to be on the board. They were only looking for three or four, but she at least wanted to give them some choice, you see. That was probably what was in her mind. She figured, "I put up two, I'll at least get one." [Laughs] And Kay Bradley was brought on.

Altogether, Winifred has just been an outstanding person.

End of Interview
INDEX — Bartlett and Winifred Heard

Adams, John C., 301
affirmative action, 360, 362
Agency for International Development, 191, 496, 498, 499
agriculture 34, 37, 393
   Arizona, 80, 299, 300, 595-596
   cooperatives, 300
   labor, 129
Akana, Paul, 376
Alameda County, 264, 427, 432
   commissions, 434-436
   Comprehensive Health Planning Commission, 118-119, 406
   Council of Social Welfare, 351
   Juvenile Delinquency Prevention Committee, 264, 390, 402-424
   Juvenile Justice Committee, 486
   police department, 441
   probation department, 409, 411-413, 415, 421-423, 443, 445
   Visiting Nurses Association, 436
   welfare department, 422, 433, 436-437, 445, 485-486
Alta Bates Foundation, 639-643
   alcoholism program, 468
   Friends of Alta Bates, 502, 503, 504
   thrift shop, 472
   trustees, 642, 643-647, 649-650
   volunteer association, 643, 649-650
American University, Beirut, 9, 138, 570
Anderson, Connie, 194, 273, 349, 676
Angell, Phil, 395
Arabs, 605-607
Aramoney, Bill, 375-376, 476
Arizona, 611
   agriculture, 80, 299-300, 595-596
   development of, 592-596
   State University, 597
   Tucson, 52
   University of, 52-53. See also Phoenix
Arizona Republican, 77, 296, 302, 601
Aronovici, Carol, 162
Asia Foundation, 203-204, 508
Asian-Americans, 91, 96
Asilomar Conference Grounds, 88, 111, 129, 196, 367-368, 381, 394, 398, 400, 420-421, 575
   Foundation, 101, 105, 107, 248. See also YWCA
Associated Youth-Serving Organizations, 367, 369–370, 371, 373–374, 377
Axley, Norrie, 349

Baird, Bill, 631
Bancroft, Lucy Howard, 25
Bandak, Mike, 545, 546, 547, 548
Bank of America, 487, 570
Bank of Italy, 49
Barber, Thomas, 402, 429
Burnham, Bill, 646
Barthwick, Andy, 388
philanthropy, 279
Bartlett, Florence, 295, 598–599
Bartlett, Frederick, 279, 290
Bartlett-Heard Land and Cattle Company, 33, 280–281
Bartlett-Heard Ranch, 298–299, 601
Bateman Neighborhood Association, Berkeley, 562, 644
Bechtel Corporation, 545, 548
Bechtel, Steve, 138, 509, 605
Behrens, Bernice, 496, 533
Berkeley, California, 74, 76
medical care, 636–647
planning department, 562. See also Alta Bates Hospital
Berkeley Playmakers, 161–162
Bicentennial, U.S., 468, 470, 471
Biel, Ulich, 343
Blackburn, Clark, 477
blacks. See Negroes
Blaisdell, Allen, 541
Blaisdell, Tom, 554, 570
Blewitt, Margaret, 240, 259–260
Blumenthal, Louis, 366
Blumenthal, Michael, 569, 572
Boester, Florence, 477
Bowker, Albert, 205–206, 540, 555, 558
Boy Scouts of America, 657, 658
Bradley, Kay, 640, 644
Brown, Edmund G., Sr., 401, 418, 487
Brown, Rudd, 393
Buehler, Mrs. Lyle, 405
Bunker, Alta, 405, 407
Burmister, Gage, 49, 69
Burnham, Clark, 637, 638, 649
Burnhill, Helen, 405
business:
Business and Professional Women, 103
California Conference of Social Work, 303-304, 319
California Council on Children and Youth, 369, 371
California Recreation Society, 391
California, state of:
  Department of Parks and Recreation, 389-390
  Recreation Commission, 330, 379-401, 604
  Welfare and Institutions Code, 438
  Youth Authority, 86, 369, 371, 373, 444, 445
Catt, Carrie Chapman, 212-213
Center for the Study of Democratic Institutions, 206
Chappell, Cliff, 402
Chavez, Cesar, 129-130
Chernin, Milton and Gertrude, 331-332
  Milton, 403, 617-618
Chicanos. See Mexican-Americans
Children's Home Society, 466
child welfare, 422-424, 425, 427, 431-434, 435-437, 437-439, 443-446, 467, 480
Child Welfare League, 438, 476, 477
Church, Thomas, 173, 187
Claremont Club, 176-177
Common Cause, 661
communism, 395-397, 399, 534
  fear of, 197-200, 237, 451
Community Chest, 91-93, 247. See also United Bay Area Crusade and United Way
Community Research Associates, 370
COMPASS, 482
Comprehensive Health Planning Commission, 264, 359-360, 452-454, 493, 663, 647-648
Conant, Jane, 640, 641
Corlett, Bill, 644
Council of Social Planning:
  Alameda County, 418-419, 455
  Bay Area, 93, 264, 354-355, 357-359, 376, 425-426, 428, 432, 434, 437-439, 444, 485, 493, 683. See also United Bay Area Crusade.
Council on Social Work Education, 658
Cox, Morris E., 208, 228, 626, 633, 634
Cromwell, Dean, 389
Cross, Ira, 55

Davison, Arch, 389
Day, James, 252
Day, Madeleine, 510
Denman, Claire, 509
Deutsch, Monroe, 91, 201
Diehl, Mrs. Ambrose, 496
Dinwiddie, John, 70
Dobrzensky, Jean, 517
Dodge, Cleveland, 570
Dodge Foundation, 570
Dodge, Grace, 102
Dodge, Polly, 570
Donald, Bill, 57, 68, 439, 642
Donald, Minerva, 70
Douglas, Helen G., 395
Dow, Alden, 294
Drury, Newton, 382, 399, 401
Dwight B. Heard Investment Company, 78, 295-298, 591, 595
Dykstra, Dr., 392

Echo Lake, California, 16, 22, 170, 577, 581-583, 585, 588
   Berkeley Camp, 581-582
Edwards, Ralph, 620
Ehrlich, Delia Fleishhacker, 479
Eisenhower, Dwight D., 263
Eisenhower Fellows, 496, 516-520, 547
Eklund, Nils, 543, 568, 570
Eliaser, Ann, 482, 483, 510, 527
Eliel, Harriet, 494
Eliot, Grace, 87, 132, 138
Emerson College, 9, 12-14, 17, 89, 671
Ennis, Elwood, 358
Erickson, Dick, 630, 679
Everett, Professor, 124

Family Service Agency, 476, 477
Fannin, Paul, 263, 593
Farm Security Administration, U.S., 392
Federated Women's Clubs, 407, 662
Fellowship Church, San Francisco, 89, 113
Ferguson, Richard, 532
Filer Commission, 354, 360, 402, 650, 655, 664, 665, 668
First Congregational Church, Berkeley, 444
Fleishhacker, Eleanor, 563, 572
Fleishhacker family, 509, 560
Fleishhacker Foundation, 572
Fleishhacker, Janet, 495, 507, 535
Fleishhacker, Mortimer, 542, 543, 563, 571, 572
Fletcher, Howard, 583
Fletcher, Krafty, 547, 583, 587
Ford Foundation, 206, 534
Ford, Gerald, 518
Fred Finch Youth Center, 444
Free Speech Movement, University of California, 620, 628
French, Zeda, 22
Fuji, Kyoko, 519, 520
Fuji, Kimiko, 405
Fund Raising Society of America, 226

Galgiani, Phoebe, 507, 508, 514, 526, 527, 528, 529, 530
Gamble, Mr., 563, 570
Germany:
post-war, 231-245, 257-262, 268-270, 334-350
PTA, 345
Giving in America, 654, 660
Goldwater, Barry, 263, 597, 611-612
Gompertz, John, 630
Gordon, Elizabeth, 160, 405, 641
Gordon, Walter, 160, 641
Governor's Advisory Committee on Children and Youth, 365, 367, 371
conferences, 373, 411
Grady, Henry, 201
Grady, Lucretia, 86
Greene and Greene, architects, 69-70
Greenhoot, Mrs., 532
Greenway, John, 301
Grillo, Evilio, 405-406
groupwork, 28, 235, 366-367, 377
professional leadership, 145. See also social work
Grunigen, Mr., 533
Guyler, Paul, 471

Haas family, 509
Haddad, Sam, 545, 548
Hafner, Dick, 452
Hagar, Ella, 540
Haight, Frannie, 304, 320
Harris, Rosalind, 194, 320
Hartranft, Bill, 282-283
Hawkes, Dean, 24
Head, Anna, School, 23, 82, 85
Health Service Agency, Alameda and Contra Costa Counties, 647-648
Health Systems Agency, 663
Heard, Barbara, 27, 547, 552
Heard, Bartlett Bradford, 16, 17, 21-22, 24-25, 30-84, 136, 139-140, 154,
157-159, 164, 170, 178, 193, 195, 262, 273, 304, 323, 342, 384, 390, 414,
430, 471, 472, 509, 519, 541, 545, 546, 577, 653, 681, 685
business interests, 47, 72, 77, 80, 591-616
childhood, 35, 37-38, 40
environmental interests, 577-591
Heard, Bartlett Bradford (continued):

family, 24-25, 164-165, 168
interest in native plants, 74, 175, 187, 580-581
interest in photography, 46, 50, 72, 609
interest in theater, 61-62
marriage, 25
philanthropy, 574-576, 597-609
travels, 37-38, 332, 341, 344, 519
values, 26. See also Sigma Phi fraternity

Heard, Bartlett Bradford, Jr., 17, 22, 27, 40, 67, 69, 72, 75-77, 81-84, 90, 154, 165-170, 222, 273, 420, 430, 546, 552, 574, 578, 589-591, 615-616, 618, 637

Heard, David, 82, 171

Heard, Dwight B., 25, 30-31, 33-37, 41-42, 58, 64, 81, 277-284, 288-289, 291, 294-296, 299-302, 592

Heard family:

philanthropy, 39-40, 79

Heard Foundation, 293, 295, 601

Heard, Helen Maie, 40, 77, 81-83, 165-168, 170-172, 222, 273, 546, 578

Heard, Laurie, 23, 68, 430, 431, 496, 650, 673

philanthropy, 184, 281, 286, 290-294

Heard Museum, 39, 41, 44, 79, 286, 292-296, 524, 574, 597, 598, 600, 601

Heard, Winifred Osborn:

childhood, 4-8
children, 17, 22, 27, 497
education, 671-673
esp, 26-29
family, 1, 154, 157, 164-165, 168, 639
grandchildren, 23
hospitality, 496-497
illness, 429-430, 637-638
interest in fashion, 416-417
interest in theater, 14, 16, 23, 26, 61-62, 85, 161-164, 535, 672
marriage, 25
philanthropy, 332, 494, 509, 523, 574-576, 602-603, 618, 634
politics, 263-264
principles, 133
religion, 672
sisters, 5, 7, 9, 13, 17-22
travels, 261-263, 303-308, 321-325, 337, 339-341, 344-346, 430-431, 519
Finland, 216-217, 305, 311
Germany, 217, 231-243, 259-262, 268-270, 334-350
Israel, 222-223
Japan, 304-310
Lebanon, 219
Middle East, 220-224
values, 9-10, 21
Hearn, Gordon, 94, 235, 369, 372
Hearst, Phoebe Apperson, 103-104
Heffelfinger, Todd, 509
Heggie, Dick, 509
Heilbron, Dolly, 669
Heilbron, Louis, 542, 550
Heller, Elinor, 208
Henley, Ellie, 530
Hermle, Leo D., 382, 388
Herrick Hospital, Berkeley, 454, 637, 644, 649
Heyman, Ira Michael, 662
Heyns, Esther, 558
Heyns, Roger, 540, 558
Hinckley, Bunny, 534
Hiss, Alger, 192, 213-214, 397
Hoffman, Halleck, 206
Hoffman, Paul, 206
Hogan, Charles, 126, 129, 142, 155, 194, 248, 265, 393-395
Holton, Connie, 521
Hoover, Herbert, 589
HOPE, 470
Hoskins, Bill, 535
Houk, Gareth W., 383, 389, 401
Howard, Jennifer, 189
Howard, Sidney Coe, 189
Hubbell, Alonzo, 301-302
Hume, Portia, 641
Hume, Sam, 16, 163, 641

income maintenance, 316-318
Indians/Southwest, 39
American, 317, 515-516
Arizona, 42-45
Institute of Pacific Relations, 190, 195-197, 201
Interagency Collaboration Experiment, Oakland, 446, 486
International Conference of Social Work, 319-320
conferences, 303-307, 311-319, 321-323
International Council of Churches, 470
International Hospitality Center, San Francisco, 191, 209, 472, 493-503, 506-516, 520-535, 575
student service, 499-502
International Institute, 103
International Social Service [ISS], 456, 463, 466, 469, 471, 474, 475, 476, 477, 478, 479, 480, 481, 680. See also Traveler's Aid
International Women's Year, 515, 516

Jacobus, Melvin, 25, 294
Japanese-Americans: relocation, 97-99
Jeffries, Fran, 410
Jewish Welfare Bureau, 143, 145, 150, 366
Jiagge, Anna, 516
Johns, Ray, 352
Johnson, Wesley, 1, 31
Junior League, 480, 674
juvenile corrections, 316-317, 415
status offender program, 316-317, 404
juvenile delinquency, 409-416
prevention, 418, 604
Juvenile Delinquency Prevention Committee, Alameda County, 264, 402-424
Juvenile Justice Act of 1961, 442-443

Kearney, Violet Osborn, 17-18
Kempner, Marshall, 494, 531
Kerley, Robert, 623, 629
Knight, Goodwin, 382, 398, 400-401, 451
Knorp, Wes, 296
Knowland, Joseph, 381-382, 398-399, 401
Koshland, Lucile, 260, 502, 509
Krueger, Louis, 370

labor unions, 331, 352-353
LaFleche, Rock, 264, 406
Langsdorf, Ethel, 94
Latham, John, 51-52
Lawrence, Molly [Mrs. E.O.], 460
League of Women Voters, 494, 507, 661, 663
League to Save Tahoe, 587
Lee, Ivy, 203
Levi Strauss Company, 532
Lincoln Child Center, 444, 445
lobbying, 387
Luce Foundation, 572, 573
Luke, Frank, 50, 611
Lurie, Norman, 492
Lyman, Richard, 667
Lyon, Eleanor Richards, 676-677

MacAfee, Lapsley, 88
MacGregor, Helen, 387, 390, 406, 423
Maddox, Claire Wisecarver, 536, 541, 542, 576
Madera, Ward, 435
Maldonado, Joe, 426
Manning, Seaton, 406
Marquand, Fritz, 296
Marty, Albert, 389
Mathieson, 406, 408
Matyas, Jennie, 128
May, Bernice, 173, 178, 190, 398-399, 451
Mazer, Clark, 509
McCall, Bertha, 461
McCloy, John, 126, 202, 267, 334
McConnell, Frederick, 163
McCormick, Frederic, 16
McCormick, Paul, 404, 408-409, 421
McDuffie, Duncan, 172, 177, 189
property, 74, 83, 173-178, 186, 188
McDuffie, Mrs. Duncan, 188
McKibben, Winton, 367
McLaren, Tom, 431, 432
McLaughlin, Emma, 196
McNary, Robert, 351
Mead, Romelda, 23
Mealy, Margaret, 149
Meese, Ed, 432
Meiklejohn, Alexander, 125-127, 129, 393-394
Meiklejohn, Helen, 20, 86, 124-127, 394-395
Mercer, Marion Meiklejohn, 126, 395
Merritt, Ralph and Mrs. Ralph, 99
Mexican-Americans, 91, 487
minorities:
  discrimination, 362-363
  foreign students, 500-502
  representation, 360, 362, 379, 486-487. See also Mexican-Americans,
  Negroes
Missionary Education Movement, 102-103
Mission Neighborhood Center, 445
Mixer, Joseph R., 559, 560, 568
Mobilized Women, Berkeley, 86, 91
Mock, Jane, 540
Mondet, Alberto, 516, 517
Montgomery, Robert, 226, 402, 504, 636
Moore, Beth Luce (Mrs. Maurice "Tex"), 87, 132, 137, 204, 262-263, 273,
  572-573, 669
Moral Rearmament, 243-244
Morgan, Agnes Faye, 24
Mormons, 251-252
Musa Alami Foundation, 223, 605-608

National Catholic Community Service, 143, 145, 149
National Conference of Social Work, 304, 319, 328, 411, 662
National Council for Community Services to International Visitors, 514
National Health Agencies, 356
National Recreation Association, 385
National Rifleman's Association, 663
National Social Welfare Assembly, 316, 324, 352, 356, 370, 412-413, 419, 456, 486, 657
Negroes, 89, 147, 385, 405-407, 487, 489, 514-516, 535
discrimination against, 88, 90, 100, 130, 145-146
in Arizona, 43
in armed forces, 239, 336, 340
status offender program, 317
Newhall, Scott, 557
Nichols, Bishop Calvin, 201
Niggeman, Louis, 506, 521, 532
Nishkian, Ellie, 209, 524-525
Nixon, Richard, 395-397
Northern Trust Company, Chicago, 599
nursing homes, 451-452

Oakland, California:
  Acorn Project, 487
  Lake Merritt, 489
  Museum, 485, 679
  Status Offenders Project, 316, 317, 412-413, 441, 446
Olney, Mary McLean, 101
Orrick, Ray, 404, 407, 415
Osborn family, 1, 3-4, 639
  Vivian, 19-22
  William Wallace, 3, 5, 7, 9-10, 16, 21-22. See also Heard, Winifred
  Osborn

Pacific Grove, California, 400. See also Asilomar Conference Grounds
Partridge, Rudy, 451
Pease, Mr., 531
Peirce, John M., 398-399, 451
Peixotto, Jessica, 14
Penrose, Stephen, 8-9
People's Park, Berkeley, 557
Persinger, Mildred, 320
Petrolane Company, Arizona, 593, 596
Phelan, Bob, 472, 493, 511, 525
  See also business and philanthropy, Filer Commission
Philbrook, Roma, 685
Phillips, Lillian, 213
development of, 32-35, 297, 300
  Heard Ranch, 458
  newspapers, 41. See also Arizona Republican
  politics, 42
Photo and Sound Company, San Francisco, 47, 72, 82, 164, 296, 596-597, 601, 609-616, 618
Pickford, Nancy, 534
Pickral, Bill, 288, 298
Pitchel Players, 162
Pixley, John, 349
Planned Parenthood, 364
population mobility, 455-456, 457-460, 461, 464, 467-468, 469, 477, 488, 489, 491, 492
Porter, Bob, 91, 249
Providence Hospital, Oakland, 454

race relations, 90, 97, 106, 145-147, 178, 229, 239, 275-276, 317, 385, 441, 486-489, 514-516
Reclamation Act, 1902, 34-35
Refues, Joe, 295
Reinhardt, Aurelia, 213
religion, 87-90, 102, 111-113, 131-132, 137, 237, 254-255
ecumenism, 219-222
Republican party, 42
Progressives, 301-302
Retired Senior Volunteer Program, 667
Reul, Myrtle R., 457, 459, 487
Rice, David, 506, 622, 623, 626, 630, 632, 681-682
Richards, Dr. Dexter, 402, 637, 638, 649
Riebes, 577, 578, 582
Dorothy Osborn Riebe, 18, 20, 170, 194, 430, 488, 578
Paul Riebe, 19, 170-171, 578, 579, 580, 582, 583
Rockefeller, David, 541, 554
Rockefeller Foundation, 540
Roosevelt, Eleanor, 212-213
Roosevelt, Theodore, 301-302
Rosenberg Foundation, 411, 423
Rotary Club, 552
Roth, Arthur, 23, 406, 420
Royce, Josiah, 255
Rued, Emily, 231, 236, 239, 249, 267
Russell, Jane, 478
Ryland, Gladys, 328

Salvation Army, 143, 147-149, 357, 362, 414
Sanchez, Ben, 517, 520, 547
Sander, Chris, 550
Scarlett, Martha, 432, 456, 460, 461, 472, 486
Schroeder, Harry, 432
Schwartz, Bill, 509
sex (family life) education, 22-24, 85-86, 97, 120-121, 373, 420, 439
Sheldon, Jack, 435
Shell Oil Company, 593
Sherman, Lillie Margaret, 85
Shine, A.T., 415
Shuman, Mrs. Frank, 188, 539
Sibley, Carol, 249
Sibley, Sherm, 543, 564, 568, 570
Sierra Club, 189, 587
Sigma Phi fraternity, 25, 56-58, 67-72, 83, 105, 190, 390
Simms, Dick, 376, 432
Sky, Harriet, 515
Sloss, Eleanor Fleishhacker, 563
Smalles, Connie, 479, 481
Smith, Eleanor, 640, 642
Smith, Isabel [Mrs. Allen], 507
Smith, Norvel, 407
Smith, Russell, 541, 543, 563, 568, 570
Snell, Frank, 296
Social Security Act, 1967, 449
social work, 113-115, 311, 327-330, 338, 364, 377-378, 467, 650, 662, 674,
676, 683
and minorities, 650-651
Conference on Social Work, 304, 319, 329, 411, 650, 662
Council on Social Work Education, 663
research, 357, 447-448
standardized accounting, 657. See also group work, international
conference of social work, child welfare
Solomon, Emmett, 351-352
Sorenson, Pearl, 370
Spafford Children's Center, 605
Speers, Billy, 296
Sproul, John, 69
Stanford University, 51, 499, 566
Stark, Heman, 365, 459
Stauffer, Charlie, 296
Stern, Mr., 435
Stevens, Georgiana and Harley, 346, 542, 543, 605, 607
Stewart, George, 556
Stolz, Herbert, 69
Stoops, Harry, 392
Strawberry Creek Lodge, Berkeley, 246
Strong, Ed, 540, 558
Styles, Merritt, 8

Tahoe Area Council, 579, 583-584, 586
Tahoe, Lake, 22, 34, 578, 580, 588
Tahoe Regional Planning Agency, 584-586, 685
Taylor, Al, 358
Taylor, "Jazz", 68
Taylor, Wakefield, 556
Terzian, Hrayr, 403, 407
Thacher School, 166-167, 169
Thompson, Marie, 149
Thorsen House, Berkeley, 69-70
Thurman, Ann, 253
Thurman, Howard, 88-90, 111-112, 252-255, 406, 666, 672
Trust, 575
Thurman, Sue, 89, 252-253
Town and Gown Club, Berkeley, 122
Traveler's Aid--International Social Service of America, 155, 264, 304, 457, 460, 463, 469, 470, 471, 473-474, 475, 478, 479, 680
Alameda County, 460, 465
refugee program, 214, 267-268
Trecker, Harley, 361, 369
Trefethen, Gene, 526, 633
Treital, Lloyd, 50, 611
Trevor, Bob, 487
Twentieth Century Club, Berkeley, 122
United Bay Area Crusade, 93, 351-353, 506. See also Community Chest, United Way, and Council of Social Planning.
United Nations, 213, 265-266, 395, 397	nongovernmental organizations, 192-195, 214, 318-319
UNICEF, 474
peacetime, 147-148, 151-152
United States government:
ACTION, 667
army, 336-337, 340
embassies, 326
Forest Service, 581-582
Health, Education and Welfare, 470, 491
Highway Trust Fund, 491
personnel overseas, 340
revenue-sharing, 92, 435, 448-449, 485-486, 656
Runaway Youth Act, 491
State Department, 496, 514, 533, 534
US High Commission in Germany (HICOG) (post-war occupation), 231-233, 240-241, 257-260, 267, 334-337, 349
United States Travel Service, 495
476, 483–485, 486, 655–656, 657, 663, 678, 681
Systems Identification Service, 446–447
University of California, Berkeley, 13–14, 16, 23–24, 63, 65–66, 472, 566
Alumni Association, 561, 618–619, 628–629, 682
Alumnus of the Year, 202
Athletic Department, 629
Berkeley Fellows, 55, 540, 555–556
Berkeley Foundation, 15, 95, 225, 227, 380, 472, 493, 504–506, 526, 567,
619–628, 633, 655, 681, 685
629–633, 681–682
Cal Calling, 561, 623
Centennial, 535–536, 540, 543–544, 559, 568
child study center, 69
gineering school, 554, 567, 619, 624
faculty wives, 122
Free Speech Movement, 557–558, 620, 628
health service, 439
International House, 501, 539–553, 557, 558–560, 563–565, 568, 635
loyalty oath, 396
military training, 53–54
regents, 621, 633
scholarships, 566
School of Social Welfare, 329, 332, 427, 617–618
student government, 549–551
students, 122–124, 671, 673
foreign, 542–543, 544–546, 549–551. See also Sigma Phi Fraternity
University of California at Los Angeles, 623, 625
Veneman, John, 411
Ventura School for Girls, 415
Vietnam refugees in U.S., 463, 465, 469–470
Visiting Nurses Association, Alameda County, 436
and government, 434–436, 452
as interpreters to community, 449–450
direct service, 490
hospital, 649–650, 660
involvement of, 522–523
leadership training, 365–372
men as, 95
payment of, 360
recruiting, 510–511
satisfactions, 532–535
volunteer organizations:
administration, 329–330, 361
and minorities, 486–487, 662
and public policy, 318
volunteer organizations (continued)
board of directors, 93-96, 117-119, 204, 274, 320, 355, 361-362, 372,
379-381, 408, 459, 477, 480, 482, 524-527, 530-531
cooperation between, 373-374, 378, 463-465, 470, 508
dealing with controversy, 199-200
evaluation, 485, 528-531
funding, 91-93, 150, 152-154, 204-205, 224-228, 354-356, 375, 470, 472,
475, 476, 477, 479, 480, 481, 482-486, 493, 502-507, 508, 509-510, 520
government funding, 655-657
fund-raising, 619-635, 639-642, 659-660, 679-682
international, 665
reorganization, 469, 476-479, 481, 521-528
staff, 96, 115, 479, 507, 527, 657-658, 659-660, 670
bylaws, 524-527
memberships, 527
training, 471
uniform accounting, 356-357, 376. See also Alta Bates Hospital,
Traveler's Aid, United Way, USO, World Affairs Council, YWCA
Votaw, Roy, 367, 369, 371, 373, 403, 420, 442
Waif, 466, 475, 478, 480, 481, 482, 674
Waldorf, Pappy, 630
Walker, Marjorie, 245
Walters family, 2
Walters, Nydia (Osborn), 2-3, 5-6, 9-10, 15-16, 21, 28
Ward, Jay, 622, 681
Warren, Earl, 68, 387, 390
Warrick, Sheridan, 541, 542, 552
water resources, 37, 590
Arizona, 32-34, 42, 589-592
Colorado River, 589-591
Wayland, Jane, 300
Wayland, Ray, 296, 300
Weigel, Stanley, 524
Wentworth, Bill, 640, 642
Whitaker, Gerald, 407
White House Conference on Youth, 374-375
1960 Conference, 410, 419, 537
Williams, Jean, 21
Wilson, Gertrude, 328-331, 338, 617
Winans, Sterling S., 379, 382-383, 384-385, 387, 389, 519
Wolf, John, 614
Wolfe, Andy, 403
women:
and philanthropy, 561, 565
as leaders, 116-118, 208-209, 371, 383, 566
as managers, 105
as volunteers, 666
attitudes toward, 398
women (continued):
  education, 670-672, 673
  in post-war Germany, 337-338, 341, 345, 347
  rights of, 320
  studies, 519
  working, 124-125, 127-128, 257. see also volunteers
Women's Action Committee, 192, 212-213
Women's City Club, Berkeley, 86, 363, 410, 637-638
women's organizations:
  in Germany, 232, 234-243, 268-270, 662
  overseas, 218
Woodsmall, Ruth, 231, 236, 335-336, 349
World Affairs Council, 106, 190-191, 197, 201, 203-204. 208-211, 398, 493,
  495, 503, 508-510, 526, 529, 561, 564, 565, 566, 575, 634
  Northern California, 195
World War I, 12, 24, 38, 48-49, 53-54, 141
World War II, 72-74, 97, 99-100, 141
  refugees, 98
Wright, Frank Lloyd, 294, 310
Wurster, William, 77, 178, 182-185
YMCA, 143, 151, 215, 362, 414, 476, 656, 657, 658
  and USO, 151
YWCA, 267, 362-363, 397-399, 414, 419, 455, 456, 461, 476, 484, 494, 516,
  565, 653, 656, 658, 663, 669, 670
  and USO, 142-143, 145, 148-149, 156
  Asilomar, 22, 88, 101-110, 451, 685
  Asilomar Foundation, 399
  Berkeley Community, 87, 90-91, 96, 121, 123, 125, 245-249, 351, 661
  Women's Refuge, 412
Boston, 12, 17
China, 309
  conventions, 129-130, 132, 224-225, 249-251
Germany, 259
  Girl Reserves, 85, 91, 93, 120-121, 128-129
  Industrial Department, 128
Japan, 309, 325
  National Board, 24, 87, 99, 126, 133, 212, 271, 274-276, 348-349, 400,
  539
  national conventions, 329, 350, 362
  1932 convention, 24
Oakland, 96, 103, 357
Phoenix, 17, 63, 291
Portugal, 320
Purpose, 228-230
San Francisco, 85, 96, 103-104, 117, 128, 331, 360, 370, 378, 669
Tacoma, 8
  University, 23, 85, 93, 121-123
  and USO, 142-143, 145, 148-149, 156
western region, 87, 97
YWCA (continued):
  Y-Teen program, 97, 101-102, 117, 119-121
youth:
  alternative services for, 462
  and police department, 440-442
  attitudes of, 397-398
  attitudes toward, 311-317
  bill of rights, 442-443
  conferences, 107-108, 373
  dependent, 438
  leadership, 329-330, 419-421
  needs of, 103, 200, 412
  organizations, 97
  problems of, 433
  programs, 116-121
  rights of, 311-317, 421
  runaways, 475, 490-491
  Runaway Youth Act, 491
See also YMCA, YWCA
Youth Employment Council, 410
Youth Hostel Association, 523
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