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Participating in the gamut of sports as a child — Academic success and serving as student body president in high school — Enrolling in Dartmouth and ending participation in sports to focus on academics — Senior year fellowship in Washington, D.C. — Discussing balance of athletics and academics Cal — Formation of Women’s Intercollegiate Athletics in 1981 — Reluctance to merge Men’s and Women’s Intercollegiate Athletics until Smelser Report is released in 1991 — Competition for facilities between athletic departments — Developing the Simpson Center for Student-Athlete High Performance — Representing the Pac-10 at an NCAA presidents’ conference in 1987 — “I remember holding up that picture of the eleven-year-old or ten-year-old on the cover of *Sports Illustrated* to just be talking a little bit about overemphasis of athletics.” — Subsequent tensions with Dave Maggard and the Grid Club — Requiring approval of certain donors for Cal Sports ’80s — Comparing athletics funding at Cal and UCLA — Chancellor Chang-lin Tien — Reflecting on Walter Haas and extent of donor involvement in athletics

[End of Interview]

*Note: Interview 1 has been redacted.*
Interview 2: February 3, 2011

Audio File 2

02-00:00:00 Cummins: OK, this is February 3, 2011. So I thought, Mike, it would be good for the purposes of this oral history of intercollegiate athletics, and because you played such a key role, to talk about your own experience with athletics growing up. What you played, what impact it had on you, et cetera.

02-00:00:41 Heyman: Well, I played a lot of sports when I was a kid. I was slow. I didn’t jump very high but I was very tall. That gave me a great advantage. So I went to a boys’ camp from age seven or eight up in the summertime for a number of years and I played a lot of sports up there, primarily basketball. We had an outdoor court there and I played. And, again, I was very useful because I was so tall. But actually, the thing I was the best at was swimming. And I did a lot of swimming as a young guy but then I lost kind of interest in it. And then really the next time that I recall is in high school. I went from a public junior high school to the Bronx High School of Science and I got my parents to let me go to private school my second year of high school. I wanted to go because I wanted to play sports and Bronx Science didn’t have any sports. So I went to Horace Mann and the first year I was there, I guess I was a sophomore in a high school setting, the first year I went there I played football and then I was on the swimming team and then I played baseball. Baseball was really in a way my favorite sport. Then I really decided I wanted to play basketball so I quit the swimming team the second year I was there and went and played basketball. So I was very active in sports.

02-00:02:48 Cummins: Did you continue with baseball and football over time?

02-00:02:52 Heyman: Oh, yeah. Yeah. Yes. You had to do something those seasons. [laughter] So I was quite involved in athletics in high school.

02-00:03:03 Cummins: So how much of a time commitment was that then for you?

02-00:03:09 Heyman: Well, we played football games on Fridays so it was five days a week that it was a time commitment. Saturday and Sunday I didn’t. I played some tennis on Sunday. My father was a tennis player and when I was a little kid I used to just go and watch him play with the men. Then every once in a while, as I got a bit older, somebody wouldn’t show up so they’d draft me. And, I must say, that was very difficult to play with these older guys. But I was still going to camp and I played a lot of tennis in camp. But in school I played football and basketball and baseball. And it was very interesting. I think that my proficiency was the most in baseball and I played first base.
Cummins: What position? First base?

Heyman: Yeah. And I hit really quite well. That’s what I did. And then when I went to college I went out for the freshmen basketball team and I was eased out because I was so slow, so I never did play that. And I went out for the baseball team and I don’t know what happened. It was at a time that I was courting my wife-to-be and I really wanted to go down to Smith College where she was more than I wanted to participate. So then I just didn’t participate anymore.

Cummins: And this was at Dartmouth?

Heyman: This was at Dartmouth.

Cummins: Right. And no baseball then? You had no interest in continuing with baseball?

Heyman: I did go out for baseball. I don’t know why that dissipated. I think one of the reasons was that they had done a lot of recruiting in baseball and they hadn’t recruited me.

Cummins: So you were a walk-on?

Heyman: So I was a walk-on and I was treated like a walk-on, so I walked off.

Cummins: I see, I see. OK, good. And to go back to high school just for a minute. Obviously you were a very good student in high school.

Heyman: Yes.

Cummins: So the athletics didn’t interfere at all with your academic program.

Heyman: They had two clubs in that high school. One was the Argon Society, which was for scholars, and one was the varsity club, which was for athletes, and I was in both of them.

Cummins: Interesting, interesting. Well, you were the head of one, weren’t you?

Heyman: Well, I was the president of the school.
Cummins: The president, OK. Just want to give you all the credit. OK. Now, so that was the end basically of your athletic career.

Heyman: You got it.

Cummins: A couple years at Dartmouth. OK. Now, in looking back over your long life and all that you’ve accomplished, do you see any connection with athletics in terms of lessons learned?

Heyman: Yeah. If you’re big when you’re young you do well unless you’re a complete oaf.

Cummins: Yeah, that’s interesting because in the research and what I’ve been reading, particularly for kids at that age and even going back now into the grade school, if you happen to be a big kid that’s a big advantage.

Heyman: Yes. Oh, there’s no doubt about it.

Cummins: Yes.

Heyman: I do want to tell you the highlight of my basketball career. When I was at camp, I think I was a junior counselor, but any event the counselors had a number of people from North Carolina because the nephew of the owner of the camp went to school at North Carolina, was a very good basketball player. Small guy but fast and really a good job. And he was sort of the head counselor at the camp.

Cummins: What was the name of the camp?

Heyman: Grant Lake Camp.

Cummins: Grant Lake.

Heyman: Grant Lake in the Adirondacks. And we had a team of counselors and junior counselors which I was on. I was the big man. And we went and played a team that was a group of guys who were working over at an adult camp about ten or fifteen miles away. And it turned out that they had some very good basketball players there and one guy was named George Glamack and he had played for North Carolina. And a big guy. And I wasn’t quite as big as he but
I was the biggest thing we had. And so the triumph of my career was getting into a fight with him. We both got kicked out of the game. And, let me tell you, that was an advantage for my club. [laughter]

Cummins: [laughter] It was, yes, indeed. So any other lessons? Because people often talk about this. The character building and the discipline, et cetera. So I’m just curious.

Heyman: I look all back on this as a lot of fun. I didn’t really work systematically and very hard with regard to these and I didn’t play any football at college. Oh, and then, as I think I’ve told you once, I did horribly academically my first semester at Dartmouth and so I really straightened up. I think I got four Cs and a D my first semester. And so something had to be done about that and then it worked out pretty well because I got three As and two Bs in the second semester because somebody really taught me how to study or at least I did. But then I stopped really participating in sports because I had a fiancée to be at about a hundred miles away, ninety-five miles away, and I had all this work at college because I had to do something about those grades.

Cummins: And you ended up finishing most of your undergraduate work, right, by the end of your junior year?

Heyman: Right. And then I went on a fellowship my senior year and worked in Washington.

Cummins: So here’s somebody, you, extremely smart and even in those days—I’m sure it wasn’t just athletics but being away from home for the first time, like a lot of kids go through, but the athletes of today, intercollegiate athletes at the top level spend so much time on athletics that it’s a puzzle how they manage their academic program. Do you want to say anything about that?

Heyman: I have found it very puzzling, too. I have not known the kids on teams here at Cal so I haven’t had a personal kind of conversation with regard to this but I they’re just leading, I am sure, a very disciplined life. Because if they’re maintaining grades, which most of them do, it means they’ got to do some work and especially at Cal. And the demands of the sports, I’m thinking of football as maybe the prime example of this, is really year round. It’s between weight rooms and all the rest of this stuff. An enormous amount of time is being put into that. So I would think that the academic part of their lives, although I never studied this at all, if they’re going to maintain eligibility and eventually graduate, has to be very disciplined and I presume it is. We put in a lot of effort on academics and academic support for athletes. And our record’s been pretty good with respect to kids getting through. But they just have to,
I’m sure, living a very disciplined life. But I don’t know. I never got into that aspect. I really looked at that from afar.

Cummins: So then you come to Cal. Obviously I know you have great interest in sports quite independent of anything. You follow what’s going on, you go to games, et cetera. And then you move into the chancellorship in 1980 and one of the first issues that comes along in ’81 is the NCAA taking in women’s intercollegiate athletics. It was called the Association of Intercollegiate Athletics for Women, was the association that ran women’s intercollegiate athletics. And then the NCAA, in 1981, for a variety of reasons, brought them in, merged, and it was a highly controversial issue. Do you want to talk about that?

Heyman: What year was that?

Cummins: Eighty-one.

Heyman: Well, she was not a proponent of—

Cummins: You’re chancellor at this point. And Lue Lilly is the director of women’s intercollegiate athletics and is not a proponent of women’s intercollegiate sports merging with the NCAA. So go ahead.

Heyman: Well, she was not a proponent of—

Cummins: The merger.

Heyman: —being captured into the NCAA. As I recall, she didn’t want to be interfered with really in terms of running the women’s athletics program here, number one. And number two, I think that she felt most comfortable with regard to rulemaking and intensity in not merging or melding these two together. But I think it was largely she didn’t really want to get into a situation in which she was going to have to report to some athletic director of the whole program. I don’t know for sure. But any event, she was lukewarm about—

Cummins: The merger, yeah.

Heyman: —the merger.

Cummins: And then in this memo you instruct Bob Kerley to say that the position of Berkeley is not to merge and he comes back and, of course, there was an overwhelming vote, as you knew it would be, to merge. And so that pretty
much took care of it. There was also some discussion during your
chancellorship about whether men’s and women’s intercollegiate athletics
should be merged under one head. I don’t know if you remember this but
Adrian Kragen did a study in about 1975, 1976 with a committee and they
concluded no, it should not be a merged department. Several major
institutions had them merged but Berkeley did not do it until after the Smelser
report in ’91. That created a lot of tension between men’s, women’s, and rec
sports that I think you’re aware of and that Mac Laetsch obviously had to deal
with. And a lot of it was driven by a scarcity of facilities. So these three units
were all competing for facilities. Do you have any—

02:00:17:49
Heyman: Yeah, basketball courts mainly.

02:00:17:52
Cummins: Basketball courts. Yes, exactly.

02:00:17:55
Heyman: And I guess other things, too.

02:00:17:57
Cummins: So then I guess another major decision had to do with the creation of the
athletic study center, or academic study center for athletes. Do you have any
recollections of that?

02:00:18:14
Heyman: No, Mac was—

02:00:18:16
Cummins: Did most of that?

02:00:18:18
Heyman: Most of that and was very keen on it.

02:00:18:21
Cummins: Now, in one of the interviews I did with Bob Price, who was very involved in
that, along with Jack Citrin and Ken Jowett, he said that there was a meeting
that you had called on this issue and that Bob Steidel was the faculty athletic
rep at that time. And there was an issue in Steidel’s mind about whether
having an academic study center or athletic study center for athletes was a
special benefit which would then be a violation of NCAA rules. So you called
this meeting. There was a lot of back and forth about it. And basically you
said, “We’re going to do this and figure out how we’re going to do it, but
we’re going to do this.” Do you have any recollection of that?

02:00:19:26
Heyman: No, no, but it sounds exactly what I would do.
Cummins: OK. Right. What you would do. Yeah. That’s exactly right. So it’s interesting that—because I just finished this interview with Chuck Young—that there’s an assumption that chancellors have a lot to do with intercollegiate athletics. But in interviewing him I had the impression, perhaps not—there are critical times—go ahead. Say—

Heyman: Yes. Well, I mean, John, we worked together really closely for a good while but I did very little with regard to it.

Cummins: Yes.

Heyman: Except on occasion of that sort. But generally speaking I was not closely involved with the supervision of—I went to games and I looked and I watched them.

Cummins: Now, but when you gave the speech at the NCAA convention, talk about how then you got on this president’s commission, what your thinking was, et cetera.

Heyman: Well, the NCAA created this group of presidents and the like and I was the representative from the PAC-10 because I was the senior chancellor, president and chancellor of that group when this thing got organized or soon thereafter. And so I was the representative to the president’s commission or a member of the president’s commission because of that role as the senior chief executive officer in the conference. And I got very friendly with Jack Ryan, who was the president of Indiana and very interested in all of this kind of stuff. And so he kept pulling me and pulling me to try to get me to do things and I did some and not too many. But that’s how I became active. And then, I don’t remember who put together the program, but at the annual meeting of the NCAA I was to give a talk as the president or the member or something of this president’s commission. And as you will recall, I asked the office to do a little work and get something for me and I got this speech and it seemed reasonable and I made it.

Cummins: Pat Hayashi obviously was very instrumental in—

Heyman: Oh, yes. He was the writer.

Cummins: Yes, exactly. And we may have this on the tape somewhere probably at some point but when we went, Pat and I went to that convention, and I just
remember it so vividly because these conventions are so large. Hugh 
convention. This was in Dallas.

02:00:22:47
Heyman: It was.

02:00:22:49
Cummins: And I was sitting next to you on one side.

02:00:22:51
Heyman: It was either Houston or Dallas but it was down there somewhere.

02:00:22:53
Cummins: And there are very few places you can hold these because they’re so big. And 
I was sitting on one side, Pat was on the other, and you were being introduced. 
And you leaned over just as you were getting ready—

02:00:23:09
Heyman: I remember that.

02:00:23:10
Cummins: —to get up and said, “What the hell am I doing? Do I think I’m Don 
Quixote?” And then you gave the speech. OK. Now, there was lots of reaction 
to that speech. So talk a little bit about that.

02:00:23:28
Heyman: Well, I did make this speech and I’m glad I did make it. I remember holding 
up that picture of the eleven-year-old or ten-year-old on the cover of *Sports 
Illustrated* to just be talking a little bit about overemphasis of athletics. I’m 
just trying to think of what surrounded that while I made the speech. And I got 
a number of pointed—

02:00:24:07
Cummins: Did you?

02:00:24:08
Heyman: —rejoinders from the audience.

02:00:24:10
Cummins: Yes, Bo Schembechler was one of the respondents.

02:00:24:12
Heyman: Right, that’s right. He called me a commie. But other than that—

02:00:24:16
Cummins: Somebody from—was it Sarah Lawrence or something, Lawrence University, 
somewhere, and he was quite good, I thought. But obviously small school. 
Kind of took your side. Now, what’s your recollection about the reaction from 
Dave Maggard and—
Heyman: Oh, Dave was really very angry at me but for a number of reasons. But he was the butt of a lot of jokes, I’m sure, from other ADs about this runaway—how can you work for that kind of school. So he was not sympathetic.

Cummins: Not sympathetic. Yes. And did you hear from alums yourself?

Heyman: I didn’t hear much. But I wasn’t close to that group of alumni who were the real sports buffs other than the Haas’s. I just remember when I first became chancellor I did go and talk to whatever some club is.

Cummins: Oh, the Grid Club.

Heyman: The Grid Club, thanks. So they kept pushing me. “How important is athletics to you in relation to academics?” et cetera, et cetera. And I essentially said, “Academics, they’re really important. And intercollegiate athletics are of importance.” I just tried to make that distinction. And they said, “Well, on an index of one to ten where do athletics stand?” And I said, “Oh, about seven. Six and a half or seven.” That group never really warmed up to me. One of the things that’s very nice is that I’m quite likable and so it’s very hard to really be pissed off at me for very long. But there was a dissatisfaction with the level of intensity I felt. Well, I used to root pretty hard when I went to—I went to every home football game. It was a great social occasion to give lunch to selected alumni essentially and then I hosted. Poor Therese. She had absolutely no interest in football but she had to kind of preside amongst the ladies. And so I went to all the football games, home football games.

Cummins: But you didn’t go down on the field?

Heyman: Oh, no. No. I used to watch Chuck (Young) go onto the field and pacing up and down and doing whatever he did. But no. I thought that was an unnecessary, unwarranted invasion of the coaches, et cetera. I just thought it was very unwise to take ownership in that kind of visible way. I don’t know. Maybe I was wrong about that because I think Chang-Lin really made quite a lot about that and he carved out a kind of real support group amongst alumni or some of them with respect to doing that. I didn’t do that.

Cummins: Right. At that point in time one of your major contributions was getting fundraising really started. That, I think, was when Berkeley moved into the—

Heyman: It is. That’s the first time we had ever had a campaign and I remember that quite well, of course.
Cummins: Right. And there’s a couple of things. One is when I interviewed Dave Maggard he had started Cal Sports 80’s right about that time. This was before Curt Simic came onboard. And we’ve talked about this but not on the tape. Where Dave was raising a lot of money as a result of having that program because Wally Haas and Roger Hynes co-chaired that effort.

Heyman: I remember that.

Cummins: And so that was significant. And you had indicated that they were probably raising more money than anybody else except maybe engineering. And then there was a meeting, he said, with you. Do you have a recollection of that?

Heyman: No. What did we talk about?

Cummins: So he said that you called him over and you said that you recognized what he had put together and that the campus was now ready to get fully engaged in fundraising and that the model that he had put together was a model that made a lot of sense to you. The only difference was that now he would have to come to you for approval for certain—

Heyman: For certain donors.

Cummins: —donors, et cetera, yeah. So that’s a significant change.

Heyman: Not unlike what every other institution does.

Cummins: Of course. Now, the question I have is whether—because a lot of those people that were involved in Cal Sports 80’s are the same people that became pretty important to the fundraising efforts over time. Certainly the Haas’s and others. And so when people say that there is not a direct connection between athletics and fundraising I think you could say that in Berkeley’s case, just because of that historical development, yeah, there is a connection. Do you agree with that?

Heyman: Oh, yeah.

Heyman: But when you really look at the sources of fundraising, so much of it comes from institutional giving, of foundations, and that whole flow of money has nothing to do with athletics.
Cummins: No, of course.

Heyman: For individuals, yeah, some. But I think that the really substantial givers have an overlap with the business school but I don’t know if they have overlaps with anybody else. I just don’t know. I don’t know what the statistics show.

Cummins: You’d have to really analyze it.

Heyman: You really do have to analyze it.

Cummins: Yes, interesting. Now, Chuck Young made an interesting point about the fact that at UCLA the donor community had less interest in athletics than at Berkeley. Of course, I don’t know—

Heyman: It could well be because, as I recall, what he really did for UCLA, well, he did a hell of a job and I learned things from him with respect to money raising. But he really raised a hell of a lot of his money in West LA and he raised a lot of money from the Jewish community and he pulled them in as supporters of UCLA. And I don’t think that community is particularly interested in sports.

Cummins: And yet they had a big-time program.

Heyman: Yes.

Cummins: And I asked him how strategic they were about athletics because in those days, and this was all new to me, just starting working with you, there was certainly a feeling that they were much more sophisticated. They were putting more money into their athletic program, et cetera. Now, he maintains that they understood, going back to Chancellor Murphy and earlier, even in the thirties and forties, he said, that if you wanted to become a national university you had to have an athletic presence. But he said it wasn’t like we sat down and had plans and on and on. We just knew that that had to be done. So that was interesting. Second, he said that for the most part when he was chancellor, which was a long time, twenty-nine years, the athletics program did not run a deficit. It may have once or twice but they always paid it back. And I found that to be very interesting, too, because at least there was the perception that because they were such a powerhouse, and that was because of John Wooden and others, they had to be putting more money into athletics when he said in fact they weren’t.
Heyman: That could well be true.

Cummins: Because certainly we didn’t. Berkeley didn’t under your leadership.

Heyman: Yeah. But I could understand them. Intercollegiate athletics at Berkeley is really expensive because we’ve got so many teams and we have had and we had such participation rates that I would be surprised if UCLA put more money into intercollegiate athletics than we do.

Cummins: Yeah, OK, that’s helpful. So you would be surprised if they put more in.

Heyman: Yes.

Cummins: Yes. Certainly this recent alumni donor faculty committee that Chancellor Birgeneau convened concluded that we put more money in than they do. They typically run a balanced budget.

Heyman: See, I don’t know how many sports they have. I don’t know—

Cummins: Twenty-two.

Heyman: And we have?

Cummins: Twenty-nine.

Heyman: Yeah. Well, that could be one of the causes.

Cummins: Right. So this will be interesting now because the current chancellor in the next few days is going to decide whether he’s going to restore these sports based on a funding model whereby donors would come up with twenty-five million and a plan to raise eighty million. So you have to have the twenty-five million in-hand in pledges. Any views on that?

Heyman: I didn’t know this was going on.

Cummins: Yeah. So in the next week or so he’s supposed to make this decision. What the Chronicle is report—
Heyman: I don’t know. He kind of bit a bullet and it seems a shame to spit it out again.

Cummins: That would be my view. Because one of the biggest problems at Berkeley is the facilities and the number of sports that we have. It’s very, very hard to make that work.

Heyman: Oh, so these sports might come back?

Cummins: It’s a possibility. And I wouldn’t say a push in the press. I don’t know. Obviously a preference in the sports pages to restore these sports. That baseball is so important, et cetera.

Heyman: Oh, sure.

Cummins: So no question. It’ll be a hard decision but I would agree with you that having made the difficult decision it would be a shame to—

Heyman: Yeah. I think it would be a shame, too.

Heyman: It just looked like such a ploy.

Cummins: So now in terms of intercollegiate athletics just across the board. We have now the second university president, Mark Emmert, as the head of the NCAA following Myles Brand. And you probably don’t follow this very closely but he made a statement in the last month or so that one of the most important objectives for the NCAA is to preserve the amateur status of intercollegiate athletes. And when I read that I thought how can anybody make a statement like that with a straight face?

Heyman: It just seems to me sort of one of the things you say in that role.

Cummins: I guess so. But anybody that understands athletics, particularly in this day and age, and could call it amateur is beyond me. Texas now has signed this $300 million agreement to have their own television station.

Heyman: Oh, really?

Heyman: So they’re going to keep all the money?
Cummins: Yes.

Heyman: I see.

Cummins: That was one of their trade-offs for not joining the PAC-10. They would control their own destiny and not have to share those revenues. Which is, again, hypocritical in my view because it gives certain teams, whether it’s Oregon where you have a Phil Knight or Stanford where you have an Arrillaga. The ability to have such a major influence and such an advantage. Any thoughts on it? Seems pretty obvious. Yeah. So OK. Anything else that you want to add about— one interesting thing I think to talk to you about was the level of donor involvement. We touched on this. But in ’92, this is after you stepped down, Chang-Lin Tien is chancellor, Bruce Snyder is coach and he’s leaving. He’s got an offer from Arizona State in ’92. It’s right after the Smelser report comes out. Glenn Dickey the Chronicle reporter has a story talking about will Bruce Synder leave or not. And he concludes, “No, he won’t because we have a very pro-sports chancellor. We have the Smelser report which indicates we should have this broad based highly competitive program.” And the difference in salary is—we’re paying him about 250,000 and Arizona doubles that offer. So in the previous conversation we had here with Dan Boggan, Dan says he was able to get that number up to $340,000. Wasn’t enough. Chancellor Tien told me that he couldn’t, wouldn’t match the offer because the faculty wouldn’t stand for it. And then in my interview with Budd Cheit a few weeks ago he said that he got a call from Wally Haas who was kind of the icon of the donors and he said that he understood. Wally said to Cheit that he understood that Snyder might leave, that there was a salary issue, that he would be happy to help out, take care of that, but he wanted Budd to call Chang-Lin and find out what the chancellor wanted. So Bud called and Tien said, “Tell Wally I deeply appreciate it but I can’t do it. I cannot have a football coach making more than the highest paid faculty member on this campus.” And I think that’s very telling. So that’s ’92. You’ve commented about the level of donor involvement certainly during your time. Here’s Tien with a mandate, almost, from the Smelser group and he says no. So in my view he’s holding to that kind of tradition that certainly you were a part of and it goes back some ways. And you have a donor, probably one of the most important in the history of the campus, who would not call the chancellor directly. What do you make of that?

Heyman: I just find it very odd.

Cummins: Yes.
Heyman: I was sitting in the box, in Kennedy’s box when—it’s a big game at Stanford. One of our players kicked a Stanford guy and the chancellor, Chang-Lin, really was steaming mad at the coach and everybody else about that incident. And this is somehow in my head. I just don’t know. And I guess Bruce Snyder, was he—

Cummins: What year was it?

Heyman: That’s what I’m trying to think of.

Cummins: He was coach from ’87 to ’92. But I just find that very interesting that somebody like a Wally Haas, obviously, I would think, felt, “It’s not proper for me to call a chancellor about this. But I want him to know I’m happy to help.” It sure changes in terms of donor involvement.

Heyman: Yes, it certainly does. Yeah. I think that Wally was punctilious, was respected, not demanding things. I’m really quite sure there are others that don’t feel shy at all.

Cummins: Exactly. It’s just a very interesting fact, though, that is counter to a lot of perceptions about Tien. He never formally endorsed the Smelser report. So he was, you could say, very good politically at making people think he was very committed to athletics—and he certainly was to a large degree. But he wasn’t going to go against those values, even when they created three more women’s sports in the nineties. Of course, this led to the further budget problems. But he would not provide the money. He gave them one-time money which was half of what they needed annually. Interesting. And, of course, that was at a very difficult budgetary time, too.

Heyman: Yeah. I watched from afar what Chang-Lin was doing. And I was away. I don’t really remember particularly well.

Cummins: Anything else you would like to comment on before we end the interview?

Heyman: No, I don’t think so. Nothing comes to the forefront. No. If I think of something later, I’ll be in touch.

Cummins: Will do. OK, great. Thanks.

[End of interview]