

Maureen and Mike

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**Oral History Number: 270-035**

**Interviewee: Calvin "Cal" Murphy**

**Interviewer: Annie Pontrelli**

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**Project: University of Montana Centennial Oral History Project**

Annie Pontrelli: This is Annie Pontrelli interviewing Cal Murphy on September 4, 1991. Cal, why don't we start out by your telling about the years you were at the university and in what capacities?

Calvin Murphy: Okay. I came here as a student in the fall of 1942 and I graduated from the university in '49. I was employed as a fee clerk in the business office before I graduated in May of that year and from there I stayed in the controller/business office. I was fee clerk, accountant, assistant controller, controller, business manager, and finally I was business manager of Auxiliary Enterprises and then at last, I was acting director of all of Auxiliary Enterprises. I retired from the university in June of 1981.

AP: Maybe you could explain some of your responsibilities within each of those positions.

CM: Okay. When I started there as fee clerk, J.B. Spear was controller of the university at that time and his favorite girl, I'm going to say, or assistant was leaving the university because she was having a baby. He was very concerned who would replace her as the head fee clerk and make certain that I was capable of doing the job. So, I had to prove to him that I was capable of that. After a few months I got through that hurdle okay. In the interview he took me back in his little office—when I say little, it was probably about ten by fifteen or something like that. He grilled me for over an hour. So I was sweating by the time that I got out of there.

His assistant, E. Kirk Badgely was J.B.'s assistant, and I have a lot of respect for Kirk Badgely. He taught me a lot over the years that he was at the university, being in the business area. After J.B. retired, why then Kirk became controller and I was assistant controller under Kirk for many years. I have nothing but admiration and respect for that gentleman.

At first I assessed the fees for the students when they came in the fall and supervised the cashiers. I did that for about a year and then the individual that was an accountant in the business office left to go with Ford Motor Company in Detroit, then I was appointed accountant at that time. Then when J.B. retired and I became assistant controller to Kirk, and then when Kirk retired, I was controller. Then under Pantzer, I became business manager and controller at the university. During Bowers' administration. I always believe he was hired to clean out the administration that was out there. I was appointed to business manager for auxiliary enterprises under Dell Brown. George Mitchell helped me get that job, so they kind of saved me at the university when I was having a problem out there. While I was in that job, Dell passed away and I was made acting director for a year in that position. Then I retired in '81 and I was offered the position of president of the university credit union. I retired from there in December of '89. So I've been retired just about two years now.

What led me to the university? I grew up in Rudyard. It's a small town up on the high line with about 500 people, and we ran the dairy up there for a number of years—the family ran the dairy. So there was no opportunity to go into business at that time when I graduated in '42 and the war was imminent at that time. So, I came down here to the university. I was here two quarters and then the Air Force B12 program, they contracted with the university to have the professors teach the Air Force students, so we were all kicked out of the dorm in about February of '43. I stayed through that, but after that I went up on the highline for about three years during the war and then I came back to the university in '46 and graduated in '49 and have been here ever since.

Some observations of Missoula. When I first came as a student in the winter of '42, I came from a place where the wind always blew and it blew the snow into piles. The most amazing thing was to me, that it was snow and there would be a foot of snow on top of the posts. I had never seen that before in my life! (laughs) Then also, that winter it was clear beautiful; we didn't have any pollution in the valley or things like that. I thought Missoula was one of the most beautiful places that I had ever seen because everything was covered with snow, it was clean, it was white and it was just beautiful.

AP: How about some of your observations of the campus and the university itself?

CM: Oh the campus has always been a favorite of mine because when I traveled for programs for the business managers in state and out of state, you will find that the university campus is probably one of the most beautiful campuses that you can see. Even at the time when I came here, you would come down Maurice Avenue, you could drive around the Oval and then out. Then there were some side roads that came into the Oval. Over the years they closed the side roads and they closed Oval and then McFarland put the road behind the university where they cut out Mt. Sentinel, which created quite a furor on the campus because he created an eye sore. Really, it helped the traffic on campus. You couldn't have the cars and people at the heart of the campus all of the time. So, it really made a more beautiful campus out of it. Then when they put the brick work and cross walks through the Oval and the university medallion—in the center of the Oval—all improved it and made it look beautiful.

During Johns' era, he tore down more and burned up more buildings than any of the presidents who had been out there. He burned down the old Dornblaser Field where the library now stands. He burned down Cooke Hall, Simpkins Hall, and there was another student store building back behind Main Hall—all went during his era. Oh, and there was a women's gym also went during that time. Of course, there they built the new women's gym that we have today, down by the heating plant there, down by the field house. These were all wooden structures and easily disposed of because you could burn buildings at that time. When he burned Cooke Hall, the fire got so hot that it almost took the Forestry Building with it. It singed the windows; they had to redo the windows and everything. If it hadn't been a brick building it would have dropped, I'm sure. That's how hot that fire got. It got away from them really, I guess.

AP: Now was he burning the buildings to make way for the new?

CM: To get rid of them. Dornblaser was then moved out to the south campus out here on the corner of South and Higgins. We constructed the football field out there and kind of gyped with

it. It wasn't according to state contract. Anyway, we got the base in and we got temporary bleachers. Some of them are still there that we had for the stands out there.

During Bucklew's era, after the time that I left the university, they built the Washington-Grizzly Stadium, so it's back on campus now. But the old Dornblaser Field was in a beautiful setting because it was set there at the base of Mt. Sentinel. Had bleacher seats on both sides of the field, and it also encompassed the track. The football field was inside the track, so you could have it all there. At that time, they had lights on the Dornblaser Field when I first came to the university, but they went by the way, because the poles rotted off and we didn't have enough resources to replenish or put them back again.

That area I talked about where he cleaned out, we now have the library and the University Center and then we have kind of a mall between them—the mounds and stuff.

AP: A lot of changes.

CM: Yes, I saw a lot of changes over the years. Well, during the time that I was in the controller's office, keeping track of the financial records we built Craig Hall and in addition to Craig Hall, we built Jesse Hall, Aber Hall, and the Women's Gym was built during that time. The field house was built, the health science building. The business school was built just shortly after I graduated and there was the health science, and then oh, the addition to the chem-pharm building was building. There was a lot of changes and the roads changed. Campus trees and shrubs were done over many times and adjusted. The grizzly bear at the head of the Oval was put in there. The walk was put in front of the Lodge...Oh, that's right, we built the Lodge during that time.

AP: Now that was the Student Union building for a while too, wasn't it?

CM: That was the Student Union building. The first student union building when I came to campus was in what is the Fine Arts building now. Not the new one, the old one. They moved the student union, and then the food service was part of that building at that time. The food service is still in there, but the student union has since moved to the university center across the way.

There was a great change in the dining facilities at this time. Each hall, when I first arrived, had a kitchen in each building. We called them North Hall and South Hall at that time—Brantly and Corbin now. The people in what we called Lou Hall at that time—now Turner Hall—ate at Corbin Hall. So there were three kitchens on campus. They consolidated those three kitchens into the food service that was built when the student union was built and they closed those food services. In fact, my first job was washing pots and pans in the kitchen in Corbin Hall. I went through the pots and pans to the dish machine to busing tables. Oh, back in 1942 we had seated service in the residence halls where the students had to dress up for dinner, boys had to put on a tie. It was all seated service and then you were served family style at each table. That went by the way when I got back and the war had come and the student enrollment had increased to a point where they couldn't give that service, so then we had chow lines.

AP: What were some of the changes that you noticed just in the students themselves and perhaps their attitudes or social attitudes?

CM: When I came back in '46 a lot of the students were veterans at that time that came back and they were very serious. They knew what they had wanted, they had been to the war, they were older. Even though they got their way paid, they were very serious about it and took full advantage of the G.I. bill. The competition was terrific at that time. You really had to study and pay attention to the business or you went by the wayside. Everything was so overcrowded. When I came back, they had beds set up in the men's gym to accommodate some of the students. I was assigned there for a few days and then I got to move over to Corbin Hall after that.

After those years, I graduated in '49, and the students in the '50s I was going to say were very serious and studied and paid attention to business. But in the '60s was when they started clamoring for their rights. You know we used to have dorm hours when all the girls had to be in by ten o'clock on weekdays or midnight on weekends and we didn't have coed dorms or anything like that. The students then started to campaign for those things. That was a revolution. We had what we now call the open dorms where they have boys and girls in the same dorm. They didn't have hours; they could set their own hours, they could come and go whenever they wanted and so forth. They didn't have the restrictions. This all came about in the '60s and the early '70s.

The students after that...They had these rights. They could do all these things and that kind of drifted away and they became more political. They became more interested in the administration of the university and what went on there, what went on in the legislature and the campaign for appropriations and things of this nature. Then there was also a student put on the board of regents. I'm not just sure what year that was, but they got involved that way. Each year there would be a representative of one of the campuses on the Board of Regents, would meet with the regents, and had the full voting membership as any regent had. I can't come up with anything else notable about the students. I might think of something later, but not right now.

AP: You commented a little bit about what it was like to work under, or you actually named a couple of the presidents. Why don't you tell me more about what it was like to work under some of those administrations? There were a lot of presidents during those years and I know they had real different styles and goals that they set out to accomplish.

CM: Yes. Melby was president while I was in school and I didn't know him too much because he left when I went into the business office. McCain was president when I was a fee clerk working for Kirk and J.B. I didn't have too much direct involvement with him. He was well thought of, a good administrator and I think the institution could have been brought a long way had he stayed here. Like with all of our presidents, the faculty senate has always been so strong. To me, that is the reason we don't keep a president very long.

AP: Really?

CM: Because they [the senate] want to get involved in it and they want to have their say and the administrator, even though he has good ideas and everything else, he has to go and sell them to the faculty senate and get their approval you might say, before he can get things going and so forth.

When McCain left, I guess Jesse was interim vice-president. He was quite a character. He was professor of chemistry and vice-president. He and J.B. just didn't get along, but Jesse was a lot bigger man than J.B. in the arguments. I think he overwhelmed him more by force than by the argument. But anyway, he was very strict and so forth. I didn't really work with him and I didn't have the problems.

After him, I think in the '50s, there was McFarland. He was the one that started out building a lot of the buildings. He built the addition to the old library.

AP: Which is now the social science building.

CM: Right, he built the north wing on that. Also the field house. So he felt that if he put up these structures the legislature or somebody would give or appropriate money to the university to finish them or complete them. So he used all the bond issues of Dakota to build the structure as big as he could at that time. Well, the university then struggled to furnish these, and to make them useful, and to heat them, and so forth. Anyway, he did a lot of building. Outside of that, I think he was a good administrator, but he again, ran into trouble with the faculty senate and didn't stay very long. Who was after McFarland?

AP: Was it Newburn?

CM: No.

AP: Johns?

CM: Was it Johns? No, maybe you're right.

AP: Newburn, then Johns.

CM: Newburn, okay. Harry Newburn. He had been president of the University of Oregon. He left that position. I forget, he was down in the southwest someplace when he took this position. But, he wasn't strong enough to battle the faculty senate either, so he didn't stay very long during that period of time. He's the one who hired Pantzer as the financial vice-president of the university. Then Johns came along and we talked a little bit about him. I always will believe that he was looking for his next job when he got here and how he hoodwinked the Board of Regents into hiring him, I don't know. He just wasn't a good administrator at all.

Then Pantzer's administration. I still believe he has the longest tenure, except for Craig, who was the first president of the institution. Pantzer was liked and had a lot of strengths because he was a Montanan and he knew a lot Montanans and he could get the legislature to support us. Not to the degree that everybody thought that we should be supported, but a good substantial basis for an institution. I believe he would have stayed a longer period of time, but I think he just got tired of fighting the battle with the presidents. Then he left. Then Bowers came in as president. There were some acting presidents in here, but I'll skip those. Bowers came in. I believe he was hired to get rid of the Pantzer administration because everybody was shoveled off to a new job doing something else. Not right away, but over a period of years each one became something else.

AP: Do you know why he would want to get rid of that administration?

CM: Because I don't think the faculty wanted any one area or segment to have a hold on the administration. The administrators that Pantzer had, I thought were good ones, but the faculty wanted somebody else in all of those positions. In the financial area they brought in Tomlinson and he was a flop. Then I think Douglas was financial vice-president after Tomlinson; she came out of the business school. During that period of time, I worked awhile for Tomlinson and then I was shuffled off to auxiliary enterprises. I stayed there for a few years and then left. Let's see, it was Coch after Newburn right? See, I was gone by that time.

AP: No, it was Bucklew after Bowers and then Coch.

CM: Oh, Pantzer and then Bucklew, wasn't it?

AP: Pantzer, Bowers, Bucklew.

CM: Bucklew, okay. I was no longer there when Bucklew was there, so I didn't know him or Coch or the current president. Those three are after I had left.

AP: One of the comments you made was on some of the rules that were there during your years as far as the social rules. You know, there weren't coed dorms, the men dressed up for dinner, and everybody dressed up for dinner. What were some of the other rules, regulations, and some of the social standards?

CM: Miss Clow who was the dean of students tried to set very strict standards. I can't name any rules for the girls, but mainly it was that they had to be in at a certain hour during the week and we dressed for dinner and so forth. The dressing kind of went by the way when we went to cafeteria style serving, but every so often they would have dress up dinners and so forth where all the girls and boys would dress up. She treated the kids more like they were still at home and that she was their parent and set the rules and they had to abide by them. Well, the students in the '60s just wouldn't stand for that. They really rebelled against that at that time. She was finally replaced as dean of students. Dean Cogswell was there too for a while and he was also replaced. Andy was more liberal though, and flowed more with the times, but Dean Clow was very rigid.

I can't name many of the social—

Oh, one of things that went by the way during this period of time was the Sentinel, the yearbook. The students did away with that for a while. But I guess that's back now isn't it, to a certain degree?

AP: I don't know that it's coming back on a regular basis.

CM: But there have been a few. That was kind of one of traditions that I thought was good. Not that the students would appreciate it so much at that time, but in later years. I know I look at mine quite often and remember things from that.

AP: What were some of the other traditions that you recall?

CM: Oh there was SOS [Singing on the Steps] and the lighting of the M at homecoming. We had the Spurs and the Bearpaws that did a lot of ushering and supervised a lot of activities there on campus.

AP: Did you attend any of the Foresters' Balls?

CM: Yes, I went to a few of the Foresters' Balls. Of course, they were always a lot of fun. We'd all dress up and go to them. Sometimes we'd have a chance to go to dinner first and then of course, everybody had their liquor with them. They were a lot of fun and they always did a great job in decorating the gym for Foresters Ball. They had boughs all over the place.

Of course, there was the football games. Being interested in sports, I went to most of those and basketball. In the old men's gym before the field house was built, I don't think the gym would hold over 500 people, maybe 1,000. We'd line up at four o'clock in afternoon to get in to see the basketball game that night, because they'd just have few seats above the track that was in the men's gym and a few bleacher seats down below. The baseline for the basketball court was right next to the people's seat because the bleachers came right down to the floor.

Then of course we got the field house and that was a mammoth place compared to that. That has been remodeled once since that time to accommodate even more students.

We always had interesting track meets here.

AP: Now I know in the earlier years, the early 1900s they had the Inter-scholastic Track Meet and it was a huge, huge deal. Was that occurring during your years at all?

CM: I came down here for the inter-scholastic when I was still in high school and yes, in the '40s—except for the war years, I believe—that was still going on. That's when you didn't have your A, B, C schools at that time. They all competed against each other. In later years they did have their divisions. It stayed that way until I think it was in the '50s when the Montana High School Association broke it out. It was always a tradition to have the Inter-scholastic in Missoula and that was one of the big events of the year until they broke it up to various towns.

AP: What did you like best about your years at the university?

CM: Working years?

AP: Or as a student.

CM: I guess as a student, the challenges coming from a small high school...There was ten in my graduating class, and competing here with the students from all over the state, and out of state students also. Particularly the veterans and everything. That was interesting and different and you got a much more vast spectrum of what was going on and you're learning and so forth. It was

just an enjoyable situation. You'd go to dances; they had balls and so forth, you didn't necessarily have to have a date, you could just go to the dance and have fun. Sports events and so forth. I guess I just enjoyed the challenge of school. When I started in the business office they had an annual report and we had a posting machine, but most of it was done by hand. I was involved in converting all the...Well, I shouldn't say all, but most of the financial record to the computer. We started out with the 407 and the punch cards.

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[Side B]

CM: —1940's and the last came the deck system which they have improved upon many times. But some of the basic things that we did in accounting like the assigning of departmental numbers and so forth, the basis for those, they're still using them in the accounting system. During my tenure there with the help of others of course, we more formalized the accounting system and while they did have an annual report that they put out of all the finances of the institution, I think we improved upon that. I was out talking to Bill Cushman this morning and they still refer back to those financial reports for historic purposes and so forth. They're still continuing that. I was happy to hear that because that gives them a real basis of the university and what happened over the years. I'm sure you could take those financial reports and see how the university has bloomed over the years.

During my tenure each auxiliary enterprise was an entity unto its own, you know, like food service, residence halls, family housing, university center, golf course, and so forth. We had a strict procedure that there would be no money transferred from one to the other. Since I've left there I read about it and talked to some of the people out there, they're transferring money from one to the other. I think it creates a lot of problems because those directors of those organizations and services, they really put their heart into it and had a proprietary interest in it. They would cut things out of their operations so that they could build up their reserves and so forth. To see somebody come along and sweep that away. All I know is by hearsay, but basically it started with the Washington-Grizzly Stadium. They used some of that residence halls money, the building fee money and so forth for that purpose.

So, I feel really good about the basis that I was involved in, in setting up the financial system of the university. Yes, they have improved on it. Yes, they have changed it. But a lot of it I think we laid the groundwork, the foundation for it.

AP: Would you say that's your best accomplishment?

CM: I think so, yes. That's the one I feel the best about. And then, oh, there was a lot of criticism of myself because one I didn't have an advanced degree, I didn't have a doctor's degree, I just had my B.A. in accounting from the university. I'm sure the presidents that I served under over the period of years took heed because I didn't have a degree being in the position that I was. Being hamstrung at the university over the years, you couldn't do what you felt really should be done. One, the resources weren't there; two, you had to comply with the state regulations and so forth.

But after I left there, I went to the credit union. I took a dying credit union, I'm going to say, because nobody really realized that the Missoula Fed had just merged in the University of Montana's credit union which had gone down the drain. So, we put those two together and for seven or eight months before I came there, that all was going down the drain, so in the struggle to bring that back we were able to—we, the board, with the help of the employees and so forth—gain the confidence of the people. People knew me because I'd been in Missoula for so long and they had faith in me, so we were able to turn that around after about seven months. We built it into the institution that it is today. I saw it grow from 6,000 or 7,000 members to 17,000 and from seven or eight million and it was over 30 million when I left it. In the meantime, we gave

good service to the people. It's continuing to grow today, even though I've been gone from there two years, they're almost at 50 million.

AP: That's terrific.

CM: That's one of the things that I feel good about. Now, that's not directly associated with the university, but it was part of it, anyway, being able to do that.

I'm going to say probably one of the biggest frustrations at the university was in the accounting system and doing things, you always had people carping at you. You weren't doing this right, you weren't doing that right. You had your state regulations; you had to comply with the state auditor and so forth. Probably my worst time at the university was during the work study period.

AP: What was that about?

CM: Okay. The federal government funded the work study program and the athletes were supposed to put in work for pay. They still have the work study program out there to some degree, but they were falsifying payroll cards or putting time in that the students really hadn't put in and the athletic department was doing certifying and the financial aid director at that time was passing those on. Well, I hired a person as controller when I was business manager and he got in cahoots with the legislative auditor and the state controller. They said that these were false and they had a hearing. What is it called, an inquiry? Then we were indicted—the president, Swarhouse, Elway, Mitchell, and myself. Those were the five that were indicted. So then we went through the work study trial. Yes, I'm going to say there were some questionable things, but in the end we were all cleared of it. But [those] were the toughest years that I think that I put in.

AP: Now what were those years?

CM: That was in the '70s. It started in the '70s, and I'm just not sure how many years that was. Seventy-one, seventy-two, something like that.

AP: Who are some of the people that you remember best or who made the most impact on your life?

CM: Well I mentioned one, I think Kirk Badgely probably made the most impression on my life. Just because he was basically honest, he was devoted to the university, and he gave his best. He was highly respected on the campus.

I liked Pantzer. Pantzer was good. George Mitchell, I got more acquainted with him in the later years. He was kind of boisterous when he first came there as vice-president under Pantzer. I was, I guess, business manager at that time. He's the kind of a guy that wants things done right now. Well he'd come down and want something done and I'd tell him we couldn't do that and we'd get in an argument. He just drove me up the wall in Main Hall, and they're pretty tall walls. (laughs) But, afterwards he was the one who got me out of trouble when I was under Tomlinson. He and Del Brown got me the position with the auxiliary enterprises. Then after that we became good friends.

Norm Taylor is another one that I have a lot of respect for. Jack Noble who is now in the commissioner's office; I worked with him for many years. Some of the other business managers like Tom Nobber down in Bozeman, Ken Hiker in Billings, Big Bird in Butte. Over the years being associated with them. Odell Brown on campus, he was director of human services. I had a lot of respect for him. He was easygoing and always worried about everything and I'd have to calm him down and show him the facts. I was a lot of help to him, I'm going to say, when he was director of auxiliary services because he never had the financial reports or knew what was going on in all of his auxiliary areas like he did when I was there. I could furnish him with that. I set up an accounting system for auxiliary services that really served them and gave them good information for what they needed; both he as director and the directors of various organizations.

Ron Bernell, I had a lot of respect for him. Tom Hayes was out there...Bowers after he was here a while and after I was in auxiliary services, just when he was leaving he made a statement. I'm not sure that I can just quote him, but he said the university should be very appreciative of the years of service that you gave the institution. Yet, he was one that came in, I'm sure, that was supposed to be (unintelligible). But he saw afterwards what the facts were and what we were doing for the institution or what I was doing, so that made me feel good.

AP: Actually this goes back to when you were a student, but what were some of your favorite classes?

CM: Accounting.

AP: Accounting, really?

CM: I had a professor, Joe DeMarois, he was the accounting professor at that time and Don Emblen who is still living here in Missoula, who was one of my first accounting professors. But I think Joe, by all degree, was an inspiration. He was very good; he was a brilliant man. I had a lot of accounting courses under him which I enjoyed. He gave an income tax question when I was taking income tax. That one question: file the individual's return who was involved with a partnership. And then he gave all the information about the partnership, the individual, and so forth. We worked—we, all of us, (individually of course, not together)—for two and a half hours solid just as fast as we could work. He said at the end—I didn't get it done—I was the closest to it. So he was really tough and very exacting, but that turned out to be very good later using and being in the accounting profession.

Fred Henningsen was my first accounting professor when I was here in the summer of '47 when I took elementary accounting. Atkinson, I took psychology from him, but I was working in the dorm then washing dishes and so forth. During the twelve to one o'clock period and I had psychology at one o'clock and I'd invariably go to sleep. We always had assigned seats in those days and there I was, back there pleasantly asleep. (laughs)

That was another tradition or a way of doing things, everybody was assigned a seat, so that's the way they took roll in the early days. Of course, the students got rid of that later on. They could come and go as they wanted. I don't know if they take roll now or not.

AP: I don't know either. (unintelligible) This isn't necessarily applicable the way I have it written here on the sheet, but just as far as your philosophy or your vision or your attitude in your approach in your positions at the university did you have a vision or some goals that you wanted to set out to accomplish yourself of course within the context of the administration?

CM: I was talking one day with the director of computer services. This was back in the time when we had the punch card and the 403 and the 407, you know, and the sorters and everything. Very slow and very cumbersome and every time you did something you had to resort these cards or reprogram them and so forth. I told him at some time that didn't think it would be too far into the future that when we made an entry into the accounting system, it would flow all the way up to the balance. In other words, we'd do it once and it was through, and we are very close to that now with the computers and everything. See, at the credit union afterwards, we could almost do that. It would almost flow into the balance sheet and make one entry and then we'd gather it. I think they're doing that pretty much now so that, say, when you pay your fees, it flows into the income for fees, into the appropriations, and then it becomes available for expenditures and so forth. That's all accomplished through one entry now rather than each step of the way into the accounting system that you would have to work out. That was my vision and dream. I never did get to see that when I was there, but I understand now with the machine that they have can do that.

AP: If you had the chance to go back in time, what would you do differently or what memory experience would you want to relive?

CM: Well, I guess the Pantzer years up until the work study program because those were good years. I was involved in the decision making, being part of it you could see things progress—

[Break in audio]

CM: —you could see programs come to operation, go to the legislation and get the appropriation and so forth. In other words, you were involved and it was an exciting time to be all a part of that. I guess the Pantzer years would be the ones I would want to relive or be associated with.

AP: What period of time was your favorite or most memorable? Probably the same answer?

CM: Yes.

AP: How did the university affect or shape the person you are today?

CM: Well, without my education that I got at the university I wouldn't have been able to achieve what I have achieved in my lifetime. I wouldn't have been able to do the things or command the positions that I did command, even though I didn't have a doctorate degree. It really changed I guess, from a laborer's world where you make your living by your back to one of being an administrator and using your brains and this time of thing and giving you a better quality of life. So many of the events at the university I think, gave you a better quality of life. That you grew up in a university town and worked in a university town. You had a lot more opportunities to do

things. Even yet today we don't take advantage of all the opportunities we have at the university (unintelligible).

AP: What advice would you want to give to today's university teachers or students?

CM: I guess the advice I'd give to the students or the people out there—take advantage of the opportunity that the university presents to you. In other words, look at each course you take as a challenge. A professor is a source of information that you should glean from. Just build up your storehouse of knowledge so when there comes a time when you need that, you have the background. I believe that people don't have to experience the doing like in keeping the books. I think it's more important that they learn the theory and the background and the reason in why of doing things. Even today in today's education, they're always starting students on the computer. Well, when I went, and I'm not saying we should do this again, but like the times tables...I don't know if you've ever experienced those. We had to know those forwards and backwards and every which way. To this day I've benefitted from that.

Also, I've gotten a computer since I've retired, but even there you need to write those formulas and to understand the mathematics of it. You still go back to those additions and times and division and everything else that you had. So, I think it's more important to get the theory to build the background. When you go to a company, they will train you in their ways, but you need the theory and the back ground to help with and to understand their ways of doing things. I think that's the most important thing that everyone should take advantage of the opportunity that is presented to them in the educational field. And that starts from kindergarten on up to the university and to graduate school.

AP: Any other observations or insights or stories or memories you have about the university?

CM: Thinking of the employees that I was associated with and worked with and so forth over the years, the dedication of a lot of those people was really something to behold. Mary Anne Campbell for one of them. Mary Anne Caster. Oh there would just be innumerable ones over the years. They were really interested in the institution, they were concerned about the institution and they gave their best to the institution. I just have a lot of friends out there yet. They're changing rather rapidly but I do. Like Ken Hubble, Phil Cushman, Paul Biorkie, oh gosh, if I start naming them I'll probably forget more than I remember of them. All those people have given a lot to the institution. I still have fun bowling with them, I see them from time to time. Victor, who was purchasing agent for the university when I went into the business office. He still lives here in Missoula; he's been retired for I guess about 15 years. I guess the association, friendship, and so forth I gathered from the people that I worked with at the university. Phil Bain, Dick Hansen, just innumerable.

AP: Okay, anything else?

CM: Hmm. I probably think of other things after you leave, but I can't think of anything right at the moment. No, turn it off for a while.

[End of Interview]