

Dr. Brage Golding

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interviewed by Susan Resnik

for San Diego State University

253 minutes (4.25 hours) of recording

SUSAN RESNIK: Today is Wednesday, April 26, 2006. This is Susan Resnik. I'm in the lovely home of Dr. Brage Golding in Carlsbad, California. Dr. Golding was president of SDSU from 1972 to 1977. This interview is part of the SDSU Oral History Project, and is supported by a John and Jane Adams mini-grant.

Good afternoon, Dr. Golding.

BRAGE GOLDING: Good afternoon, Susan.

SR: Dr. Golding, before we talk about your years as president of San Diego State University, I'd like to find out about the years before, when you were growing up. Tell me where you were born, and tell me a little bit about your parents and family.

BG: Okay. I was born in Chicago—I don't think I need to name the state—and grew up there. It was a very nice time. I went to Oak Park and River Forest High School, which was one of the best high schools in the country, for which I was very grateful—even if I had to walk two miles to school. No heavy snow, though, at the time. That's the closest I could get to Abraham Lincoln.

When I graduated from high school, after much checking, I ended up going to Purdue University as an undergraduate student, and majored in chemical engineering. I was fascinated with chemistry.

SR: Did that start in high school?

BG: Yes.

SR: Tell me about that. Were there teachers who inspired you?

BG: Yes. I had a middle-aged teacher named Ray Soliday. He ran the course and the laboratory. I knew more about chemistry than any other student at the time in the course, because I had spent at least two years going to the John Crerar Library in downtown Chicago on weekends, taking out books on chemistry. And I knew quite a bit of chemistry by the time I went to college. In fact, as a freshman in college I helped the junior students in their chemistry course.

SR: That's wonderful. Was anyone in your family a scientist?

BG: Not at all. I have a twin brother, and I have been interested all my life in technical things: chemistry, mathematics, you name it, I have an interest in it. My twin brother has no interest in that at all.

SR: What is his name?

BG: Stanton, normally known as Bud. His interests were in music and in literature and opera. We were polar opposites.

SR: Did you have any other siblings?

BG: I had one sister. He did, too. (pause) Do you mind a little humor?

SR: No! I love it!

BG: She was three years younger than we were.

SR: And her name?

BG: Doris. In fact, she's here in town right now. She came for the winter season. She's leaving this weekend to go back home to Chicago.

SR: What were your parents' names?

BG: My father's name was Leon, and my mother's name was Viola. She came as a Southern belle up to Chicago, from Louisville, Kentucky—"Looville." My father was born in Chicago, and so he'd been there a long time.

Anyway, after my brother and I were born, my parents moved to Oak Park, a suburb of Chicago, and they bought a duplex house. We lived downstairs, and my grandparents lived upstairs. We usually had two meals.

SR: And that was your father's parents that were upstairs?

BG: Yes. My father had two sisters and a brother. We saw them very frequently, obviously. If we weren't full of downstairs food, we went upstairs and had upstairs food.

SR: And was it different kind of food?

BG: No, they were both good cooks, my mother and my grandmother.

SR: That's nice.

BG: And so we got plenty to eat. I'm mindful of one day when they were out of food and they were out of the house, and I was looking for something to eat, and I finally did find something to eat downstairs. When the folks came home, my mother looked at what I was eating and shrieked. I was eating dog food. There was a box of dog biscuits, and it was one of the better meals I had.

SR: It's fun to look back at memories from those times. Did you have friends in the neighborhood as well?

BG: At that time, no, because we'd just moved there, and we didn't stay there very long, because we moved a couple of years later, or less—I don't remember the exact times.

SR: When you moved, where did you move, another part of Oak Park?

BG: Yes. Oak Park was a village, it had 60,000 people in it, so it was kind of an enclave in the midst of more places around Oak Park, kind of like the place I live in now, Carlsbad. It's a village. Same idea. I grew up in Oak Park and went to Oak Park and River Forest Township High School, which some people may recognize. It's a very good school, as I mentioned earlier.

SR: Right. And then you said after high school...

BG: After high school I decided to go to Purdue University because I wanted to take chemistry, which was my favorite subject. So I enrolled in chemical engineering and completed four interesting years there.

SR: Were there any professors there that you really liked or who influenced you?

BG: Yes, there were several. One was my chemistry professor at the freshman age, freshman chemistry: partly because he let me go at my pace, and I had had a background already because of my own self study. That was good. And the chemistry professor that I told you about, Ray Soliday. I lived in a dormitory there, had my own private room, which is unknown today—and maid service.

SR: Wow.

BG: Things were different then.

SR: And then what happened after the four years?

BG: I have to tell you an anecdote.

SR: Please do. That's good.

BG: Between my junior and senior years, I had a friend who lived in the room next to mine, and we were very close. That summer between our junior and senior years, my mother got tired of having us hanging around the house where we were—our house. He lived in Buffalo, New York, but he was out visiting me. And she said, "You boys get outta here. You're a pain in the neck. Take a trip somewhere,"

which was surprising for young boys. So I borrowed a brand new car from my uncle, my father's brother. He loaned it to us, and off we took and headed east from Chicago, just to see what we could see. We hadn't been very far. And we headed east and went to Kenmore, which is a suburb of....

SR: Which state were you in, do you remember?

BG: New York. Now, what's the city?

SR: Rochester?

BG: No. Buffalo! And they were out on the Niagara River where they had a summer cottage, and we went swimming and surfing, getting pretty close to the falls, but not *too* close. After a while, *his* mother said, "You boys are a pain in the neck. Go somewhere." So we got in the car again, loaded up, and started traveling with a purpose in mind. We drove from city to city that had a university, because we wanted to see what the other universities were like.

SR: That's terrific!

BG: We finally ended up at a small university in....

SR: Was it in the Midwest?

BG: I was trying to think of the town. It was called MIT.

SR: That's in Cambridge, Massachusetts.

BG: Cambridge! It was very small. Now it's big. But it was quite small then. And it was August, school was not in session, and there was practically no one around the university, but the front door was open, so we walked in. On the left there—I can see it like yesterday—there was the registrar's office, and we walked in there, and there was an old man sitting back behind the counter, reading something—I don't remember, of course—and he looked up at us and we said, "Good afternoon," and he said, "Good afternoon. What do you boys want?" And I said,

"Could we each have a copy of your catalog, please? We're collecting catalogs."

And he said, "Sure." And he got up and walked to the counter and reached behind and gave us each a catalog. And then he said, "Now where you boys from?" And I drew myself up to my six foot ten height and said very proudly, "We're from Purdue University." And he looked up in the air over my head, and after a moment or two he said, "Oh, yes, that's in the Midwest, isn't it?" And I was crushed. I'll never forget that.

SR: That *is* memorable.

BG: Anyway, we drove around and came back eventually, and I drove home. On the way home I had an automobile accident.

SR: Oh! What happened?

BG: I was going on a country road in Michigan on the way home to Chicago, and I came up over a hill, and another car was coming the other way, coming up the hill on the other side, and we met. He was in the middle of the road. Of course it wasn't my fault. It was a farmer and his wife. Unfortunately, he had three cartons of eggs in the back seat. I shall not go into that further.

SR: Oh, wow.

BG: The reason I mention this event is that this was out in the country, no one was around—and in five minutes there was a crowd around and a policeman there. He could see that I had not been at fault, and he took me to the train station in some town in Michigan—I don't remember where—and put me on the train and called my folks and said I'd be home in an hour. And of course they were very worried. Now, I mention this for a reason. I did get home, I was kind of shaken up, and I was immediately put to bed and examined by a doctor they called. I was all right. And about an hour later the doorbell rang at the house, and my folks went to the

door and there was a girl, and she said, "My cousin is a classmate of Brage's. I wanted to see him, see how he is." And they explained, my folks, that I was in bed. She said, "That's all right." So she came up and talked to me for a while. And I'll cut the story short by saying that was my wife to be.

SR: Oh, that's lovely. And her name was Hinda?

BG: Hinda. Hinda Fay.

SR: That's a lovely beginning.

BG: I thought the digression had a point to it.

SR: It does. And so from that point on, did you and Hinda begin to see each other?

BG: Very frequently. It was good.

SR: That's lovely. That's just a lovely story. How old were you both at the time?

BG: Sixteen.

SR: Terrific, really nice. Good story.

BG: You want another one?

SR: Sure.

BG: Okay. I have stories. You'll like this one too. That summer I went to summer school at Illinois Institute of Technology to take one course in mathematics because I was half a year ahead, and I wanted to get the whole 1st year ahead. So I went downtown in Chicago to the IIT [Illinois Institute of Technology].

SR: And you were taking this course to get ahead?

BG: Yes. Well, I was an odd semester—one semester I took—that's all I needed, because I'd had freshman year, and the first semester of the sophomore year. So I took the second semester there, and there were over twenty-five students in the class. It was interesting. This was about me, which I regret, but it tells a story. I was the only one that got a passing grade in the whole class.

SR: Oh!

BG: And it turned out that all the other students were taking it for the second time. So the professor got hold of me after class and said, "How many times have *you* taken this course?" And I said, "I've never taken it." He couldn't believe me. That was my introduction to higher education.

SR: I think that's a marvelous introduction!

Now, changing the subject, it's very interesting to me that you took that cross-country trip going to different universities. That's special.

BG: It is. I don't know anyone else that's done it, but I don't know.

SR: But in terms of how your path evolved. I think that's very interesting—and this as well. So, let's go on, as you proceeded in school....

BG: Well, I'd like to tell you something about my brother and sister.

SR: I would like that.

BG: I've already mentioned the fact that my twin brother was interested in the fine arts, so to speak. My sister, who was three years behind us, went to the University of Michigan. He went to DePauw in Indiana. Not De Paul in Chicago. She majored in fine arts too. Anyway, my father was a practitioner, a court reporter. Most people don't know what a court reporter is. You would know. The difference is that he wrote shorthand. There are no shorthand court reporters anymore. And the interesting thing about *that* is, he was office boy for a shorthand reporter in Chicago first—his first job. And he learned his boss' shorthand. And this is before standard shorthand which is written now. In fact, I'm the only living person, I think, who knows this shorthand now. No one can read it except me.

SR: Very interesting.

BG: There are a few interesting things that happened in my life. I worked in his office in the summertime the next year, and he said, "While you're here, shaving cylinders on the Dictaphone machine..." (this is long gone now, that they recorded on. No electronic devices.) And he said, "While you're here, wasting your time here, you might as well learn typing and shorthand." And so I started doing both. It turns out that I wasn't as interested in typing as I was in shorthand. And so I learned this Leonard System, as it was called. That was his boss' name. And spent a great deal [of time] writing shorthand. And it had proved, eventually, to be very valuable, because I sat in classes taking notes. No one else could do it.

SR: Great! And your brother didn't work in the summer in the same place?

BG: No. It was a very interesting time. I did do some typing, but not much. It was the shorthand that intrigued me.

SR: That's fascinating.

BG: And I can still write it, although not very fast anymore. I had a little notebook when I was in college in my private room—I had a radio, of course, a big one—they didn't have little transistor radios then. You won't remember this, I don't think, but every Saturday night, there was a program on the radio. I can't remember what it's called. I'll think of it eventually. It was "Your Hit Parade."

SR: Sure!

BG: Do you remember that?

SR: Sure!

BG: I used to sit there and copy down the words of the songs. And I have a notebook here I'll show you later, dated 1937. *That* you don't remember.

SR: That I don't remember, but I do remember the program "Your Hit Parade." All of that music is so marvelous.

BG: It's great. I have it here, and I can still read it. No one else can read it. But what I *really* want to tell you was where the shorthand came from.

SR: Where?

BG: Charles Dickens.

SR: Really?

BG: You may know of him.

SR: I do know of him, but I didn't know his connection to shorthand.

BG: He was a reporter in Wales. Mr. Leonard learned it from him—he came from there. They're long gone now, including my father. But it started with Dickens and went to Leonard and went to my father, and I got it. And they're all dead. And I don't think there's anyone in England, or America, now that writes it or knows it, unless he's older than I am, and that's doubtful. Isn't that something?

SR: That is really interesting.

BG: When I die...

SR: You'll have to make like the Rosetta Stone.

BG: That's right. Leonard and I wrote a little book of shorthand, so I have that now, but I don't know.... That's *another* story. I can't help it. You can cut out half of this.

SR: No, that's okay, this is good.

BG: My father was the best shorthand reporter in Chicago—in fact, one of the best in the country. Used to sit at home by the radio, taking stuff down in shorthand—anything—just to keep in practice. He was in court, and you have to get everybody's words on different pages. It's hard work. He said—although I never

watched him—he said he could transcribe two people talking at once. And I don't know, I never saw him do it, but he said he could. Anyway, he was good.

SR: Well that's amazing. And it's interesting and unusual.

BG: Well, this is very interesting. One of those summers when I was in the army later on, he was deputized to go to Pearl Harbor as a court reporter, because he was the one that was recommended to record the trials of Kimmel and Short who were court martialed for what happened after Pearl Harbor. But it so happens that my father did not like to write English. No problem. It was too tedious, because he knew shorthand.

So he said, "If I write letters to you in shorthand, can you read them?" I said, "I don't know, it's hard to read another person's shorthand, because every little squiggle is different." He said, "Well, let's try it." So he wrote me a long letter in shorthand, and it took me a long time, but I read it. And I would write him back in shorthand, and he said he could read it. He said I was a lousy shorthand writer. I said, "Well, I'm just starting."

One day a man showed up at my door in Lawton, Oklahoma, where I was at the time—a lieutenant. He showed up at my house. He said, "Are you Brage Golding?" I said, "Yes. Why?" He said, "I want to interview you." And I said, "Why?" He took this envelope out of his pocket and said, "Is this yours?" I said, "Yes." He said, "What does it say?" I looked at him and said, "Why?" He said, "I'm from the Intelligence Office of the army, and no one can read it." My father had put in the upper left hand corner in shorthand, "in case of loss, address it to So-and-So," all in shorthand. And they didn't know what it was.

SR: That's a marvelous story. Fascinating. It really is.

BG: Well, I've got a lot of those, you see. You can make it interesting without telling anything about me.

SR: Oh, well, it's *all* about you, because it's an interesting journey as you proceeded. Now, you mentioned that you were in the army. Tell me about what that was like, how you went from college into the army. Tell me about that.

BG: Yes. I have to retrace a moment. You tell me if I'm talking too much about something you don't want.

SR: So just going back to your going into the army, how did that come about?

BG: After graduating from college, I got a letter from the secretary of the army—in fact, I still have it here—asking me to join the legion. I had taken four years of ROTC, because my folks thought it would be good training, good experience. So I had a major in the ROTC, which is interesting, because some years later I ended up leaving the army as a major.

SR: I actually read that.

BG: So I was called to active duty, not expecting it. And I got a letter from some general in the air force, which was a part of the army at that time, inviting me to come to be interviewed for the air force, which I declined.

[END TAPE 1, SIDE A; BEGIN TAPE 1, SIDE B]

SR: Tell me about the slide rule.

BG: During my third or fourth year in the army, I don't remember which, it turned out that a general at the Fort Sill gunnery school, which was *the* school for the whole army engineers and fighters and so forth—anyway, developed a device which was a great help to the American fighters. It was known as the slide rule. And that's where it was first developed. It was very crude, but the principle was there.

Instead of having regular logarithm tables, it contained the data for shooting the guns, for aiming the guns. And so we switched over to slide rule.

First of all, unfortunately most of the instructors had never seen a slide rule before. I'd had three or four years with a slide rule in college before I was in the army, so I was very much in demand to explain the operation of a slide rule to various people—interesting.

SR: Very interesting experience in the army. And you said that actually the teaching was fun.

BG: I enjoyed it.

SR: That's very interesting. So during those war years, were you married at the time?

BG: Yes.

SR: When did you get married?

BG: Oh, that's a small thing which I didn't think about.

SR: Were you in college, or....

BG: No. (pause) Yes. Oh! I remember. It's been a long time, sixty years.

SR: Long time.

BG: I told you my memory's got some vacancies. It was my first year in the army, and I was at Fort Bragg in North Carolina.

I got a phone call late one night. I was living in the unmarried officers' quarters. We each had a room, but they were made out of very cheap wood, and you could hear everything from the other rooms. And the phone rang, and someone hollered out—this was late at night, that Golding was wanted on the phone. So I got up and went to the phone which was in the hallway where everybody could hear it. I said, "Hello," and it was Hinda's voice. And she said, "Oh, I'm glad I got you." And I said, "Well, I'm glad too. What's the matter?"

She said, "Nothing's the matter, but I'm getting tired of sitting back here waiting. And if you don't come home soon, I'm coming down there." And that's true. I had a tough decision to make. And so "I'll see if I can get leave." Because I was willing to get married, too. This is an interesting story, now that I think of it. I asked for leave. This was in the fall of '41. I went in the army in the summer of '41. After a slight delay, leave was granted for a short time. So I was overjoyed and I called her and said I would be home on a certain date. She was overjoyed, too, and said, "Fine. I'll be waiting for you." The *night* before I could leave at midnight, you know, and you could leave at midnight. The car was all gassed up and ready to go, and it was about ten minutes to twelve, and the phone rang in the O.D.'s office, and the officer of the day called me. I was outside his office. He said, "You're wanted on the phone." I said, "No!" I got on the phone, and it was the camp officer of the day, the big one for the camp, and he said, "Your leave has been cancelled." And I said, "Why?" He said, "You haven't heard?" It was D day, timing was perfect.

SR: Oh, my, isn't that something?! That's a great story.

BG: I said, "Oh, my God." I hated to call Hinda, even if it was late at night. Well, it was three hours earlier for her. I had to tell her that, and she was fried, of course. She said, "See what you can do." Well, I managed to get leave anyway, three weeks later. This time it wasn't cancelled, but I couldn't get as long a leave as I'd hoped for. I drove home without stopping from the fort to Chicago, got in late, about midnight the next day. It was a Thursday, and we were going to get married on Sunday, because I had to go leave Tuesday. Didn't give me much time.

So Friday, we had to get blood tests. We hadn't talked about it. I said, "Okay, where do we go?" She said, "Go to my doctor. We'll both go get blood tests." So we went to her doctor, whom I'd never met, and we had our blood tests. And I said, "When will they read it? because we're getting married in two days." He said, "Oh, probably tomorrow, Saturday, at the county hospital in Chicago." So Sunday morning Hinda and I drove from Oak Park where her folks were living, down to county hospital, and walked into the building where they test it, and there were slides all over the counters there. One girl was in there, one young lady, and it was empty otherwise. And there were just hundreds of bottles of test tubes around the stands. And she said, "What's on *your* mind?" And I remember it so well, of course, and I said, "We've come to get the results of our blood tests. We're getting married tomorrow." She said, "What's your name?" I told her, and she said, "No, you're not." I said, "Not what?" She said, "Getting married tomorrow." And I said, "Why not?" She said, "Look around you. They all come before you." I said, "I'm going back to active duty two days after, I *have* to get the test." She said, "I'm sorry, we do it in order." I turned to Hinda, and said, "Boy, when we get back to Oak Park, they're gonna scream." And the girl said, "Oak Park? You come from Oak Park?" I said, "Yes, we both do." "Oh," she said, "I live in Oak Park. Where do you live?" I said, "On Wisconsin Avenue." And she said, "*Where* on Wisconsin Avenue?" I said, "338." She said, "That's where *I* live!" Her folks had moved there the month before.

SR: Oh! isn't that amazing?!

BG: What do you think the odds are?

SR: Oh, amazing!

BG: She said, "Just a minute, let me look for your slides." And that's how we got married 2 day later. I shall never forget the date we were married.

SR: Oh, what a beautiful story! That's amazing. That's really great.

BG: I'll finish that with a unique thing. When I got back to camp finally, I got razzed by all my colleagues—not for that reason—because of the date. It so happened that because of the date, it was December 21<sup>st</sup>. I've asked dozens of people what significance that has, and no one has answered. Bet you know it.

SR: Is that Winter Solstice?

BG: What does that mean?

SR: Oh....

BG: C'mon, don't disappoint me.

SR: I'm just trying to remember what Winter.... I know. It's Winter Solstice.

BG: It's an astronomical term, Winter Solstice.

SR: So what happens at Winter Solstice?

BG: The 21<sup>st</sup> of December. That's the longest night in the year.

SR: Oh, right!

BG: Does it penetrate? That's why I got razzed by all my colleagues.

SR: Got it! Finally. (laughs) I finally got it. Oh, that's wonderful.

BG: So I never forget the date that we got married.

SR: Oh, I will never forget the date now either! That's great. What a great story.

BG: I don't think of these things, but....

SR: That's terrific.

BG: One of the things that occurred during the army, which was fruitful for me because it made me a little more humble, during my army career I taught a lot. I went back to Fort Sill, the army headquarters for teaching field artillery and other

things. And one of the things that I taught was gunnery, of course, and courts martial and various other things. A year or two went by, and I went back to the Fort in the east, and then back again to Fort Sill to teach. And I was teaching a group of enlisted men, and the guy who was taking them through, escorting them, was a captain. When we finished, he looked at me and he said, "Don't you remember me?" And I looked at him. I thought, "It can't be!" I was a first lieutenant then, he was a captain. He said, "You taught me when I was a private."

SR: Wow.

BG: I still don't know how he got promoted so fast. That made me humble.

SR: That's a good story.

BG: It was a sad day for me.

SR: It sounds like you enjoyed aspects of being in the army.

BG: No. Sometimes. One of the things I enjoyed, which was another facet, is that one of the captains, when I was a captain later on, was a pilot for our group headquarters. A group is three regiments usually. And they were going through tests and all that for going overseas, and we had to test them for gunnery, and I was the guy, because I was a gunnery officer, or second gunnery officer. And Earl Headlund flew those little grasshopper planes for forward observation. You know what I mean? We had airplanes attached to our group headquarters. These airplanes were light airplanes, but real airplanes. They used to go forward, ahead of our advancing army, to spy on the advancing enemy. They're called observation planes. During the time I was there, I talked Earl into teaching me how to fly an airplane. So I did a lot of airplane flying there, which was interesting.

SR: Did you go on to fly after that?

BG: No. (pause) Yes, one ten-minute time. This is completely different. Years later, when I was on an American Airlines jet going from San Diego to Ohio—I was on the board of a company then—I was going there for a board meeting—because it was company business, I could travel first class, and I had to do it every month. I usually sat in the front row of the first class seats, by myself. And the captain would come in with the other officers, just before they were ready to fly, and he'd see me sitting there. And after two or three times, he nodded to me, because he recognized me, coming regularly. He stopped by my seat one day and talked to me and found out who I was and what I was doing. He lived here in San Diego. The next time I flew, as we got up and were flying eastward, a stewardess came up to me and said, "You're Mr. Golding, aren't you?" And I said, "Yes." She said, "The captain wants to see you." And I said, "Okay." So I got up and went forward. He was sitting there in the pilot's seat and he said, "How would you like to fly the plane?" This was one of these *big* planes, passenger jets. I said, "Sure!" So he got up and got the seat behind me and sat there. He said, "Do you know anything about it?" I said, "Well, I used to fly a grasshopper." He said, "You know enough." So for about ten or fifteen minutes I flew the plane. He'd have been court martialed if anybody had known that—a plane full of passengers! And high up, and I'm no expert.

SR: What an adventure.

BG: I kept going straight. I wasn't landing or taking off. And that was my experience with a big plane for a short time.

SR: So in the army after that, how did it end for you? Your next step after the army was what? You went home?

BG: Yes. I had a car, I drove straight home without stopping again. I stopped at my in-laws house in Oak Park. My folks had moved to Chicago meanwhile. I stopped at Oak Park, because my wife and children were there. I skipped that part. My son was born in the Fort Bragg Hospital. My daughter was born in Lawton, Oklahoma.

Incidentally, you might be interested to note my maternal grandfather's name was Max Brage.

SR: Because your name is unusual.

BG: Very. And one of his six daughters was Viola Brage, my mother, naturally. And she named her firstborn Brage. My son is Brage, Jr. My grandson is Brage. My great-grandson is Brage.

SR: Oh, how wonderful!

BG: So we have a dynasty going.

SR: That's wonderful. I was wondering, because it's an interesting name, and unusual.

BG: That's a bunch of Brages.

SR: A bunch of Brages! That's terrific. I think that is interesting.

BG: I keep thinking of things that I hadn't thought about for years.

SR: So when your son was born, you decided to name him Brage as well. And he was born when you were still in the army?

BG: Yes, as I mentioned previously, he was born in an army hospital, the one at Fort Bragg in North Carolina.

SR: Right.

BG: My daughter Susan was born in Muskogee, Oklahoma. Oh, that's an interesting story. When Susan was in college, she wanted to go to Europe and do those "year in Europe" things that students do.

SR: Junior year abroad?

BG: That's right. And she had taken a lot of French when she was here at home, and she went there and had a tough refresher in French, and then she went to the Sorbonne. She was sent to the Sorbonne, and she studied there for a year. I was told, and I assume it's true, that when she ended her year there at the Sorbonne, she spoke such perfect French that the French people could not distinguish that she was a foreigner. And that's a real compliment.

SR: That's lovely.

BG: Yeah.

SR: That *is* a real compliment.

BG: Years later, when she was mayor, she had several guests from France here, to dedicate something, and I went to it. I told her, "Are you going to speak English or French?" She said, "English, of course. My French is rusty." I said, "Speak French. Study up if necessary." They came, she said, "*Mon ami,*" and off she went. They looked at her, and boy, the crowd just roared.

SR: That's marvelous. Good advice.

BG: I could go on forever, but we can't, I know.

SR: I think that it's certainly adding other dimensions of your personal life.

Now, after the army, you went home, and then what?

BG: I got acquainted with my son, who was born at Fort Bragg. B.G. was born at Fort Bragg. That's his initials. We call him "B.G." We have to distinguish among all the Brages.

SR: And then did you immediately begin to work at another university?

BG: No, I went to summer session at the University of Chicago, near where my folks lived. And I took two courses in chemistry so I'd be ready for graduate school. It was over four years since I'd been in school.

While in summer school one of the chemistry courses I took was on theoretical chemistry offered by a visiting professor whom you will know. He's renowned worldwide. He was giving lectures for advanced chemistry students. He was Linus Pauling. Well, I wasn't an advanced chemistry student, I was just starting back after four years. Things had happened since I was at school, and I was not a chemist, I was a chemical engineer, so I didn't have as *much* chemistry then, as I had subsequently. It was a big lecture hall with all the graduate chemistry students from Purdue. I wasn't a graduate student then. So after sitting through two or three lectures, I turned to the guy next to me, whom I hadn't talked to before, as the session ended, and was about to say, "My God, can you make any sense out of this? I don't understand a word of what he's saying." And just then, he turned to the guy on *his* side and said, "Isn't this wonderful? He makes everything crystal clear." True. I didn't say a word to him. That's *not* what I was going to say.

I was looking for a job. And it so happened at that time the job market was booming—not like now. It was really booming. I had eighteen job offers. I had one turn-down, all the others wanted me. It was amazing. The company I went to work for was the one who had supported me on my fellowship. I felt somewhat of an obligation.

SR: And that company was Lilly?

BG: Lilly Industrial Coatings.

SR: What did you do there?

BG: That's what's interesting. They're in Indianapolis, and they had two other plants around the country. And they make only industrial coatings. Those are coatings for furniture, chairs, cabinets, tables—not house paint. It's a very specific industry, and very difficult, because it has very specific requirements. The color, shade and tint have to be exactly right. Well, it's a very.... What's the word I want? *Demanding* industry. And I worked for them for eleven years. During the time I worked for them, I was advanced eventually to director of research for the company, and wrote my book.

SR: About resins, polymers?

BG: When I first went to work for Lilly in 1948 I did not work at their plant in Indianapolis. The company entered into a negotiation with the Purdue Research Foundation to lease a couple of laboratories in the Chemical and Metallurgical Engineering Building which I watched being built in my undergraduate days. I was to be in charge of graduate students who would be assigned to work on new things for the coating industry, developments for the coating industry. They entered into a long-term agreement, and I stayed there for six or seven years. So I had the best of all worlds, because I got to do research I wanted to do, in an academic environment, at industrial pay.

SR: And tell me about the book you wrote.

BG: Well, that was an outcome of my work at Lilly, being in academe, not finding a suitable book. I wrote several pages of notes for the first time I taught the course. I looked at the notes after the first time and said, "This should be a book!" So I decided to write a book.

[END TAPE 1, SIDE B; BEGIN TAPE 2, SIDE A]

SR: Today is Thursday, April 27, 2006. This is Susan Resnik, back with Dr. Brage Golding for our second interview session. Good morning, Dr. Golding.

BG: Good morning, Susan.

SR: Let's continue discussing your professional development. You were at Purdue, and also working in industry.

BG: I was at Purdue for five years at the School of Chemical and Metallurgical Engineering. It was probably my most enjoyable time.

SR: What was particularly enjoyable about it?

BG: Well, I was under the dean of Engineering, as all the other heads of engineering schools were. I happened to buy a house next door to him. He was a good man, and I enjoyed visiting with him as a neighbor. I used to fix things for him, and others.

That's a point I might mention, and that is when I got back from army duty and moved to Lafayette, Indiana, where Purdue is, I had three, I think, old little radios which weren't working, that I brought back with me. I took them to a shop downtown where they had radio stores in Lafayette. I got them all back, and in a month none of them worked again. I'm a *chemical* engineer, not an electrical engineer. But I was annoyed, and I said, "It can't be that complicated." So I went to the electrical engineering school building and checked out some books on radio and read them, and fixed my radios. They worked! The interesting thing about it is that my students, who were in the same place I was, and other faculty members, saw these radios when I brought them back, and said, "What are they here for?" "I just repaired them," and so forth. They said, "You fix radios?!" And I said, "Yes." "Would you look at mine?" And in a little while, I used to go home at night from the building, and find two or three radios in the back seat of my

unlocked car. I didn't lock it. I had no idea who they came from. They were just there. So I'd take them home, and my pleasure was fixing overtime many radios and amplifiers for others.

SR: I'm sure they appreciated it, too.

BG: And eventually, television. I had fun at night fixing them. And after a while, I'd get a phone call saying, "This is So-and-So on the campus. I left a radio with you. It's like this...." He described it. "Did you do anything?" I said, "Yeah, it's ready." And he came over and picked up the radio. I only charged them for parts, not for labor. And I built up quite a collection of parts by replacing what I used.

SR: So you had a whole other ...

BG: Hobby.

SR: ... hobby going there at Purdue.

BG: Yes. The trouble was that after about a year of this, I started getting complaints from the radio shops downtown. I was taking their business away. And I hadn't given it a thought.

SR: Oh, that's funny.

BG: So I had to stop eventually, just to keep peace.

SR: That's really a great story. So I'm sure that added another dimension to your life during those years.

BG: Well, I got a good electrical engineering education by reading books and fixing things. And it wasn't very difficult, either.

SR: If you have that ability!

BG: Well, I'm an engineer by choice, and I can fix almost anything—mechanical, electrical. I used to spend my life fixing things in households for friends and relatives. I would go to my aunt's and she would say, "Oh, I'm glad to see you!"

She was in Chicago, we were in Oak Park. She'd say, "I've got this orange juice squeezer," or something like that, "that isn't working. Can you fix it?" So I said, "Give it to me." And I've done that for the rest of my life.

SR: It seems like you're a fixer-upper of a lot of things at, apparently, universities as well.

BG: That leads to an interesting statement that I can make, and that is I'm not the type of academic who delves deeply into some personage in the 1600s who wrote a poem or something like that. I leave that to the professional English teachers. But I am a fixer-upper. And not only can I fix most electrical and mechanical things, but I fix universities.

SR: And that is what's needed, clearly.

BG: Many university presidents don't have that knack.

SR: It's a very special knack.

BG: Yes, it is.

SR: Tell me how you went from Purdue to Wright State. You not only fixed it up, I believe you created it.

BG: That's right.

SR: Tell me about that.

BG: Well, I was at Purdue as head of the School of Chemical Engineering for five years, and had no intention of leaving. I got a phone call one day, and it was a Dr. So-and-So from a big company in Dayton, Ohio. He said he was the chairman of a committee searching for a president for a new university to be built in Dayton, Ohio, and my name had come up, and he wanted to know if I would be interested. I hadn't given it a thought before that. And I said, "I don't know, but I'd be willing to talk to you about it." "Well," he said, "another person and I would

like to come over and visit with you some Saturday morning when school's not busy." So we made a date and these two gentlemen came over. One was the head of a division of Monsanto from Dayton, and the other was chief scientist at Wright-Patterson Air Base, which was across the street from where they were. That's the top technical man at Wright-Patterson Air Force Base. I can remember sitting in my office there. These two men came in, we sat and talked for an hour or two. And they said they were citizens interested in what was going on in Dayton.

SR: About what year was this, do you recall? It was after World War II. Well, we can always look that up.

BG: I'd say about '72.

SR: I think prior to that, because '72 is when you came to San Diego State. So it had to be sometime maybe in the sixties.

BG: Oh! In '66. I was one university off.

SR: Right. (laughs) Well, there are so many! Okay.

BG: That's right. It was a pleasant talk. I said, "How far have you gotten with the university you're talking about?" And they said, "Well, we don't have it yet. We're going to take up a collection from the community and buy some land and start a university." Well, that was a fixer-upper. That's what got me.

Oh, yes, I'm starting to think of other things again. Anyway, they said that the governor had formed a committee to do this, form a university. There was no public university in that corner of Ohio. There were three other state universities in Ohio at that time, in the other four corners of the state—roughly a square—and they wanted a larger one in Dayton. It was nearer to Miami University of Ohio, which, of course, is much smaller than they contemplated. So I found out that the

man who was going to be chairman of this committee to search for the first president was the CEO of NCR, National Cash Register, which had its headquarters and other factories there in Dayton, and it's a very large company—still is. And they were just converting at that time from mechanical computers and calculators, the old-fashioned kind, to this new thing which had transistors in them—electronic, not mechanical. The head of all of NCR was this man, and he's the one that had sent these two others on the board to see me.

They thanked me and left, and for several months I heard nothing. And my son's graduation, his Ph.D. at MIT came up, and my wife and I went to the East to be present at his commencement. By this time he was married. After the commencement, we were sitting around in his apartment on the campus of MIT and the phone rang, and my son went to it—Brage, Jr.—and said, "Dad, it's for you." And I said, "Nobody knows I'm here, except my family." So I answered the phone and [the caller] said, "This is Bob Oelman, the head of NCR. We've interviewed"—I don't know how many—I was the first, it turned out, they interviewed. That's one of the reasons I didn't think I'd hear from them again. And he said, "We've gone through several candidates, and you have come out on top," and that he wanted me to come to Dayton right away. I said, "Do you know where I am?" He said, "No." I said, "How did you find me?" He said, "We have ways of finding out." That was early on. Now everybody knows everything. I said, "I don't think I can right away, because this is a time when my family is going camping out in the Rockies, which we do every summer." Outdoor camping, tent camping, not trailers. We went to the Rockies up and down from Albuquerque up to Canada, and we loved it. My wife loved it, the kids loved it.

SR: What a wonderful way to be together as a family.

BG: Yes, it's great.

SR: So you told them you were not able to go right away.

BG: I was not able to go right away. He said, "You *must* come now." And I said, "I can't, I'm going camping. Why do you want me to come?" "Well, we want to talk to you about this presidency." And it's the first time I'd heard from them in months. I had no idea. And I said, "I'm sorry, but I can't give up this camping, it's too important for my family." And he said, congenially, "All right, we'll wait until you get back."

SR: Good. That's great. And I like that story, because it reflects your values that the family ...

BG: Came first.

SR: ... came first, yes.

BG: So we went camping. All the while we were camping, we knew that there was a possibility now of my being selected, which I hadn't expected, either. As the first candidate to be interviewed, I thought they'd have forgotten about me by that time. So after going camping, we discussed this matter all the time which laid over everything. And I was happy where I was at Purdue as Head of the School of Chemical Engineering.

So I called Mr. Oelman, and he said, "Wonderful. Let's get together, the whole board and you," on such and such a day, "and I'll send my plane for you." That's when I first got introduced to civilian planes. You wouldn't know that Purdue has an airport, where Amelia Earhart was based.

SR: Oh! I certainly know of Amelia Earhart. I didn't know that's where she was based.

BG: Yes. Purdue taught aeronautics and aeronautical engineering, and it had, I think, one of the first airports at a university. So I didn't object to their sending an airplane for me, and I met with this group of men. The first thing I noticed when I was introduced was who they were. It was a dazzling array. I can't think of all the names of them right now, but I could get it if you ever wanted it. Oelman was the CEO of NCR. John—just put John down, I can't think of his last name right now—was the Chief Scientist at Wright-Patterson Air Force Base across the highway. The head of the third-biggest newspaper chain in the country, who was headquartered there, too, in Dayton.

SR: I don't know offhand.

BG: Cox? I think it was Jim Cox.

SR: So this was quite an illustrious group.

BG: Eugene Kettering. Do you know who he is? He's the one, he and his father invented the electric starter for automobiles, among other inventions, or we would still be using cranks. He's an inventor, and very famous in technical circles.

SR: Oh my, quite a group.

BG: Chief lawyer in Dayton, one of the top lawyers, and the CEO of Armco Steel. There are more, and I can't think of their names right now, but it was an august group.

SR: Wow. Yes.

BG: And I thought, "Boy, this must be important." Anyway, we sat down and talked, and they said that I was their first choice, but it was up to me, of course. And they wanted to tell me exactly what it was they had in mind. And these were men who were all in the area, but had a very strong feeling toward doing things for the community. And a new university there would be one thing that they badly

needed, because it was just after the veterans were coming back from the war, and the [G.I.] Bill gave them money to go to school—I was one of them, as a matter of fact. They were looking to start a new public university in Dayton, and they wanted it to be technically oriented, because Wright-Patterson Air Force Base, the air force's main technical base in the country, was situated across the road. And they said they had already decided to name it Wright State University because the first one killed in the war, across in Europe, was named Wright, and he came from Wright-Patterson Air Force Base. And they were going to call it Wright State University, and I looked at them and I said, "I have a better name for it." And they looked at me, and they said, "What?" I said, put a "The" in front of it.

SR: *The* Wright [right] State University.

BG: They didn't do it. I was half joking.

SR: Yes.

BG: So they made me an offer, and I said, "I can't make a decision now, I have to talk to my family." They said, "Well, we really want you, not just because you have a technical background." I said, "What have you done so far?" They said, "We have bought a farm outside of Dayton," a big cornfield.

SR: That was it? That's all that has been done?

BG: No. They hired a businessman, an older man. Fred....

... who purchased the land. It was done secretly, they didn't tell anybody what they were doing. Well, prices would go up—it's the old story. "And we have just almost finished the first building on that land." "That's just the *first* building? You don't *have* a university?!" "No, we don't have it yet—we've just started." Well, I was kind of dubious. And they said, "We'd like you, if you are willing, to bring

your wife back with you next time you come, and we'll show you the land and the building." So I did, Hinda came back with me, and we had the usual dinner. They were working on me pretty hard. They took me out to the field. It was just a bare cornfield—big one—but nothing on it except one relatively small building. There was nothing around it. Hinda leaned over to me as we walked over the land, and she said, (whispering) "Let's go home." I said, "Well, let's see it." So we went to the building. They were very proud of it; it was a lovely building. We walked through it. This is the first all-purpose building I've ever seen for an academic institution. It had everything in it, one building, not a big one. It had classrooms, the usual registrar and all the other faculty rooms, cafeteria, a few books, and so forth. It was just a skeleton of a university. And so we said we'd go home and talk about it, think about it. On the way back—they flew us back—Hinda said, "That's nothing. You've got a better job now." I said, "That's not the issue. It's something that's different, and I'm an entrepreneur, sort of, and putting together a new university would be delightful to me."

SR: It's a challenge.

BG: Yes. I like challenges. (And incidentally) this is why I went to these other schools later, because they were all in need of help.

So we talked about it some more, and finally decided—I persuaded my wife to say let's take a chance. "I've been here at Purdue for over five years. I enjoy it, I like it, it has everything, it's a big university. This gives me a chance to go somewhere else. I feel like I want to. I've been in industry for eleven years, and I've been at Purdue almost six years, and this is a chance to start from scratch. It'll be hard work, I'm sure."

SR: I think that's very exciting!

BG: You haven't heard most of it. This is where I'm getting into something interesting—to me. The board, when I got there, had rented a house for me in a suburb of Dayton. And they said, "We're going to build you a house on the campus, if you want." I said, "That would be nice. I *want* to be on campus, not off campus." And they told me that I could have what I wanted, and I turned to them and said, "My wife is *very* good at this sort of thing. If you have a committee involved in matters such as building a house, she must be a member of the committee."

SR: Terrific!

BG: They had no objection to that. She was good. So they rented a house out in the suburbs, which was small, but nice. And they said, "Well, this isn't adequate for you. We'll rent you a house in Dayton." And so they persuaded a townspeople to temporarily give up his house. It was a magnificent house in a nice part of Dayton. So that part was taken care of.

They said, "We've also made an agreement with The Ohio State University"—and that *does* have a "the" in front of it, officially—"for you, during your time, until things get started at [Wright State] University, you'll be a vice-president at The Ohio State University and a Vice-President of Miami University, so you'll have some status, as well as president-elect of Wright State." So temporarily I still retained my title as head of the School of Chemical Engineering at Purdue University. So I think it was unique in having four jobs at the same time—with approval. But what they didn't think about was what a load it put on me, because I had to plan a new university, and I had to be present at the meetings of the other two universities, and disengage myself from my work and everything, and sell a house and move from Purdue University.

SR: Sounds like a very busy time.

BG: I had to hire all the people for the new university, too, at that time, and was commuting among the other universities. It was a big job, I grew up fast. It was a very *good* thing for me, because I *had* to learn fast. I interviewed dozens and dozens of people: prospective vice-presidents, deans, faculty—janitors even. The Board said, “We happen to be very friendly with the governor.” They said, “We’ll get you some money to start building.” And I said, “How many students are you expecting?” And they said, “Quite a few, because all these veterans are coming back from the war.” And I said fine. And so I spent most of my time there at Wright State (not yet having been approved by the legislature, it had no official name), aside from all those things I just mentioned, going over building plans, and seeing buildings built, and walking over the foundations.

SR: That’s very interesting. And with your background....

BG: Engineer, yeah. But it was in addition to all the other problems. And I had to pick out a place to put a house. The land there was very pretty, and it had a large copse of woods in the middle of it. Almost all the trees....

SR: A lot of Pine trees, or what kind?

BG: Walnut! Walnut trees.

SR: That sounds absolutely beautiful.

[END TAPE 2, SIDE A; BEGIN TAPE 2, SIDE B]

SR: So there were lovely walnut trees on this piece of land.

BG: Walnut trees are a disappearing specie. They’re very valuable, very expensive, when you get something made out of straight walnut. In furniture, for example, they use almost all veneers. That wasn’t my thought at that time, but there’s a sequence to that. I found a knoll in the woods which dropped down to a stream

below, entirely surrounded by trees. And I said, "*That's* where the house should be."

SR: Oh, how nice.

BG: And the Board agreed. And we looked for an architect, and agreed—now, this was a long time ago—The Board agreed that they'd fund it—not with State money, they couldn't do that. So these big magnates turned to each other at the meeting and said, "Bob, you put in \$50,000, and you put in \$100,000, and I'll put in \$500,000," from their businesses. They were rich men. The governor picked them deliberately as well-to-do financiers, to get money for the school, and I was not unhappy with that. So they raised somewhere between \$500,000 and \$700,000 for a house. At that time, it was a *lot* of money, and it was a beautiful house that was built. They searched for an architect, and Hinda and I said, "We know of an architect. (We've never met him, but he's reputed to be one of the best in the country.) And they said, "Who is it?" And I told them. They said, "That's all right. If he's that good, we'd like someone like that." So we got hold of him, and he expressed interest, and we put the plan before the State architect who has to pass on all state architecture, and he turned it down. And the reason, I thought, was a specious one. He said, "We want *Ohio* architects for an Ohio house." I said, "This guy is world famous!" He said, "We're in Ohio," "and we want to use our own people." So we had to look for another one, and we did, and he was *very* good. He was from Cincinnati. He built the house, but Hinda was with him all the time, and it was *some* house. You would gasp if you saw it.

SR: Do you have any pictures?

BG: Yes, if I can find them.

SR: Well, it sounds like it must have been magnificent.

BG: I can still visualize it. It was lovely. I'll tell you off the record later some of the things it had. But we'll go on.

Anyway, we finally moved in there. They furnished it, incidentally, too.

This was a nice group of men to have on one's board. That's the way Wright State started.

SR: That was the genesis, huh?

BG: That was the genesis.

SR: And then what kind of students did you attract?

BG: All kinds. Well, that's another story. What I wanted to say was the governor called a meeting of the presidents of all the State schools, in Columbus. We had lunch with him. It just happened he did that one day, feeling like it would be nice to meet these presidents. The governor was not an academic person. So we went over to a suburb of Columbus where the governor's mansion was, had a nice lunch with him, and after lunch he leaned back like this, you know, and said, "Well, boys, the State is in pretty good shape right now. I'm tempted to give each of you a building. I'll go around the room, and you tell me what you want." And he did. I was the junior member then, because I'd recently come. And he said, "What building do *you* want, Brage?" And I said, without hesitation, "A library." He looked at me, and he said, "No." And I looked at him and I said, "Why not?" He said, "It won't be easy to fund something like a library. A swimming pool, a meeting place, something like that." I said, "Governor, did you ever hear of a school without a library?" And he looked at me with a blank look on his face. Then he finally said, "Okay."

SR: That's a wonderful story.

BG: That's the way it happened.

SR: Oh, that's marvelous.

BG: Off the top of my head, a library. And to finish that story, they asked me what design I wanted for the library. And I said, "I want a triangular library." And they said, "Triangular?! I never heard of triangular [building], except the Flatiron in New York." I said, "I want it to be unique, particularly for the stodgy Midwest." And I got it. They built a triangular library. It's quite a place.

SR: It must be.

BG: Yeah. It's been expanded since then. Anyway, that's, in a sense, a side issue. I just wanted you to know how it started.

SR: I think that's very interesting, because, of course, this is building towards your coming to San Diego State, the kind of experience you must have had, in just having to do *everything*.

BG: Yes, I did everything—*everything*.

SR: Wow. And how long were you there?

BG: I was at Wright State five years, I think. And during that time we built several buildings, which kept me busy, as I said earlier, going over plans, walking the foundations, talking with Hinda about what we wanted in the house. It was a once-in-a-lifetime opportunity to get something we wanted, and we didn't have to pay for it.

SR: So it was a unique experience.

BG: Absolutely. I don't know of another case like that.

SR: Yes. So you were creating a University. While you were at Wright State University, it's sounding like there were so many positive experiences, and you had these challenges.

SR: Today is Friday, April 28, 2006, Dr. Brage Golding's birthday. I am delighted to be here to continue our interview. This is Susan Resnik, and this is part of the Oral History Project at San Diego State University. Good morning, Dr. Golding.

BG: Good morning, Susan.

SR: Tell me about what happened when a gentleman from California came to see you in Cincinnati. What was his name, do you recall?

BG: Glenn Dumke, D-U-M-K-E.

SR: And what happened when you met him?

BG: Well, we had a nice chat on various things, and finally I asked him why he made the trouble to stop there to see me. And he said, well, he had heard about me and was looking for a president for two schools that had vacancies for Presidents: one in San Francisco, and one in San Diego. He wanted to meet me and size me up. He then went on his merry way. Some time later, he called and asked me to come out and visit, but wanted to know which one I *might* be interested in. And I thought, and I said, "I think San Diego," even though I'd never been there. The other was San Francisco State. San Diego sounded more attractive, geographically speaking. Went out, met the board of trustees, had interviews on campus – to make a long story short, I was offered the job at San Diego State College.

SR: And this was in 1972, I believe?

BG: When I visited this campus, before the offer was made, I found out when people talked to me there, that they had wanted another prospective president, who was on the campus. He was very popular. And they talked to the chancellor and said they'd like to have him. And he turned that down. I was viewed with suspicion because they really didn't know anything about me.

SR: Well, you were from the outside.

BG: Yes. We went around, I was interviewed by lots of people. I convinced them that I was not an ogre and I was reasonably competent. They turned around and approved, and so I was given an offer by the chancellor. This time I was prepared to accept it. It was very exciting to come out to California and go to San Diego. As I said before, I'd never been to San Diego, except for my interview. Then we moved, as you might expect, to California. I drove one car out, and my wife drove a Jeep out here.

SR: Oh, my!

BG: It was a very interesting trip. I came out first, because I had a deadline. She followed subsequently in this old Jeep. And it was a day I can remember simply because, as I flew to meet her and drive with her from Albuquerque the timing was good—and I helped her drive out here. What makes it memorable is coming into San Diego, we had a snowstorm.

SR: Really?!

BG: The only one I've ever seen here.

SR: Oh, my, I didn't know there ever *had* been one.

BG: I didn't either. It wasn't a heavy one, but it was a distinct snowstorm. So I remember the day on which we came. That was my introduction to San Diego.

SR: And then once you got settled, you had a home here?

BG: Yes, they had promised me a home. The legislature was a little tight-fisted, and didn't want to give me one. It was such a big amount in the budget of California, that they just couldn't stand it. So I bought my own.

SR: I would like to know about who you enjoyed working with on the faculty, and how it worked, in terms of those in administration, those in faculty—what was it like?

BG: Well, this was my third university, after Purdue and Wright State. San Diego State is by far the *biggest* university I've been at, except for Purdue in my whole experience. There were over 32,000 students at San Diego State College.

SR: And it was also a time of beginning the transition, from what I've read, from it being a college to becoming a university officially.

BG: Not 'till I got there. Yes, it was called....

SR: Was it San Diego State College or something like that?

BG: Yes. It was called a college, and thus was indistinguishable from the others. As I said, there were about eighteen schools in the system. One of my campaigns when I got here was to get the name changed to San Diego State University. Everybody here called it that. The campaign was successful, by working on the trustees, not on the chancellor who didn't want it. He wanted all the schools to be named the same way. He was looking for uniformity for everything, and we were by far the largest school in the system, and the best, by all measures. No one came *close* to that number at that time.

SR: Right. There were people, as I recall, that you did enjoy working with.

BG: Yes, indeed.

SR: Trevor Colburn?

BG: Trevor Colburn, whom we employed after a pretty intensive search, for academic vice-president, which is a crucial position, as you certainly know.

SR: I certainly do.

BG: As it turned out, it was a good choice, and he was a very good academic vice-president. I had no idea when I went there what the set-up was, what the academic programs were, and what *type* of school it was, but I soon learned that my predecessor, Malcolm Love, who was dearly beloved by the faculty, and I think

by the students, too, was an education professor previously. It was a school that emphasized education, having developed from the original Teachers College. I'd just come from some technically-oriented schools, and I was picked previously in part because I had a technical background. And I said, "We can't keep this up, everybody coming through this huge school is not going to be a teacher." Nothing wrong with being a teacher, but we needed more for the whole community around San Diego County. So I started a campaign to change the character of the university.

SR: So what did you do?

BG: I started to suggest.... Well, first of all, I must tell you this: One of the first things I did was to meet with the chairman of the Faculty Senate. And I had dealt with faculty senates all my career, and they're sometimes good, and sometimes not so good. But being faculty, most have an ingrained distrust of administrators. So one of my jobs was to win over the faculty. I called in the Chairman of the faculty senate and got acquainted with him. He was a nice guy. I said, "I want to make a bargain with you. I hope you will agree. You're running the senate, and I'm running the university. I will make you a promise that I will not do or institute major changes without consulting with you, and you can consult with your senate *provided* the senate doesn't suggest major changes without consulting you first. In other words, we're a team, and we have to work towards the same goals."

SR: How did he feel about that? How did he respond?

BG: "Boy!" he said, "that sounds good!"

SR: Great.

BG: And we did that as long as he was Chairman of the senate.

His name is Dave Ferris, F-E-R-R-I-S.

SR: And so that was a very good start.

BG: It was a bargain and he kept it and I kept it. In fact, it won him over, and as a result, when I did some things that were a change, some of them were fairly drastic, and I had him in and talked to him about it, and the reasons for it, and he said, "That sounds good." I said, "Talk to your senate." And he's the one that convinced them. I had no pride in being the originator of ideas. All I wanted to do was get something accomplished.

SR: I totally understand.

BG: I had no pride of ownership, really. So this system worked, and worked very successfully.

SR: That's terrific. What kinds of changes did you begin to institute?

BG: Well, we had a lot of hiring to do, because we were short of faculty. I was very careful to pick some people who had technical backgrounds. We started programs in the various sciences. They were there, but some were weak. Getting Jim Cobble, for example....

SR: Tell me about him.

BG: He was a chemistry professor from Purdue University, and I knew him from Purdue. And he had been out to San Diego State to interview for something, for chemistry professor, as I recall, and I had not seen him or heard—the faculty had done it on their own. I finally found out that he had been there and I asked if I could see him, and they said, "He's already left." But once I got settled in, we were looking for someone for running the foundation of the university. Almost all—certainly big universities—but most of them have a foundation or the equivalent of that, which gets monies from outside the system. So they're not beholden to the State for funds—they raise funds for extracurricular things which

are necessary or desirable. And that's why they have a foundation, which is separate from the university, and California's business and California's universities. And it was a going foundation, but not large, as most of them are, except the old private ones. I mention the first one with a little bit of cash on hand—Harvard.

Anyway, I called Cobble and asked him to come back. I told him who I was. He knew.... I said, "Jim, come back, I want to talk to you." And he said, "What for?" I told him. He said, "I don't think I'd be interested." I said, "Come." And what got him out here was the fact—which I did not know at that time—that his parents lived here, and he grew up here. And he *did* come, and we had a long talk. I convinced him that there was a future here for him. And he said he didn't want to give up research, and I guaranteed that he could continue his research. He didn't have to go to class and teach every day, as the head of the foundation—although he did teach on his own. It turned out that he came after much persuasion. He accepted, and we had a good man in that place.

SR: That's terrific.

BG: He turned out to be one of the *best* professors at the university, as the faculty would agree. He was very popular and very good. And he stayed in that position until I left—five years.

SR: Good. I also read something about making changes in terms of the emphasis for what faculty was supposed to produce, or standards.

BG: Oh, yes.

SR: Tell me about that.

BG: Well, it's rather interesting, I guess. The curriculum, as I mentioned earlier, was mainly education—the emphasis was on education. We were a teachers' college.

SR: Right, that's how it started, as a normal school.

BG: That's correct. And the original buildings still stand elsewhere in town. But it's a lower-level school now. I talked to the deans and with Trevor Colburn, once he came as Academic Vice-President. This leads me to another thought that I want to tell you, because this was another problem, and there were several problems getting used to the system, which is quite different from most systems I was familiar with. These Colleges were ruled by the chancellor, and the chancellor was always looking for uniformity, as I mentioned earlier. I guess he thought it made it simpler. But we had an entirely different outlook at San Diego State from most of the other schools in the system. I talked to the chairmen of the departments and the deans, and with Trevor Colburn's assistance, they were all in agreement with me as was Dave Ferris, who could work on the senate, which was important. We slowly transformed San Diego State by hiring most non-education teachers, and putting them in science positions. We *had* the science, but it was secondary. And engineering, which wasn't big at that time. Gradually we changed the emphasis. We got some very good people. We were very careful in whom we hired. And fortunately, different from Jim Cobble's situation, we did persuade a lot of very good people to come here, because of the climate and the location, which was a help—big help. So it turned out to be very good. And then we tried to be innovative and do different things.

SR: What did you do?

BG: Well, for one thing, I put emphasis on the foundation, because if we could build it big enough and rich enough, so to speak, we could then pay in some special cases, salaries; but we also had money then to give grants to the faculty to use for supplies and travel that was needed to do the research that they did. We put

*considerably* more emphasis on research. Now, I'm a person who wants good teachers, and we looked for good teachers. But research is also necessary, because the country depends on research at academic institutions, in addition to commercial research. And so we wanted more money for that. I mention now, in passing, that Jim Cobble, my vice-president for the foundation, was so successful at doing this, that the foundation now is one of the biggest foundations in public institutions to my knowledge. It certainly is of the system. It's been a wildly successful one—so successful that the present president has developed contacts with the faculty all over the world, and we have people helping other people all over the world in many different countries. Mexico was first—that was an obvious one. I wish you could talk to Jim Cobble, because he's good. Anyway, we were very good friends. I was delighted the way it went.

SR: How did the faculty feel? Were any of them threatened by the changes?

BG: Most of them were in favor of it. You might be surprised, but a lot of faculty who came were *good* faculty who had been doing research and wanted to continue it. And secondly, most of them, I think, were smart enough to realize that we needed it for the community and the country.

SR: I did read an oral history from Professor George Gross, who said he enjoyed working with you so much.

BG: That's right. Yes, we were good friends.

SR: It sounds like this was a very positive step. Were there any marked challenges that came up during the time there? Difficulties?

BG: There are *always* difficulties, no matter what the job is. But if you're at the top, you get more difficulties coming across your desk. When I came, there was a young professor who was notorious—and that's the word. The chancellor was a

straight man, and this guy was very liberal and very vocal. And the other members of the faculty looked at him and stood in awe of what he got away with, until just before I came. Malcolm Love was the president then, going out. The Chancellor took it upon himself to fire the man. So when I came, he had just been fired. A week or two after I came, my secretary came in to me one day and said, "There are two young students here. They want to talk to you. Shall I send them away?" And I said, "No, send them in." So they came in and stood in front of my desk and said, "We want to talk to you about a serious thing." And I said, "Okay, sit down." And they said, "No, we prefer to stand." It was a defensive act, I think, on their part. And I said, "Okay, what's on your mind?" And they said, "Well, the chancellor has fired—we don't know how much you know about it, but the chancellor has fired Professor Peter Bohmer for his utterances, actions on the campus, and we think he's great. We therefore demand that you reinstate him."

SR: Ah, they *demanded*.

BG: They demanded. And I looked at them and said, "You're demanding?" And they said, "Yes." And I said, "Don't you think it would be more diplomatic to *request*? I don't think you're in a position to demand." And they looked at me \* "We were taught by our professors to demand." That was the attitude at that time. We had a nice talk there, and I sent them away finally saying that I didn't have the authority to do it after the chancellor had done it, because I worked under the chancellor. That was the first contact with problems on the campus.

SR: Well, of course this is also within the context of the history of the times in general.

BG: That's right.

SR: And the turbulent sixties preceded this time. I mean, it was feminism, community activism—everything. I think that the whole tenor of the times – "student protests. This is sort of just a

general outline or contextual outline—that was something that was so prevalent throughout the country.

BG: I'm a good person to talk about that, because I went through it.

SR: I was going to say, we can talk about Kent State after this. Right?

BG: I even was called to New York on a television program to talk about Kent State, after the shootings and shortly after I came to Kent State.

SR: I look forward to that. What were the kinds of challenges that arose while you were at San Diego State?

BG: Are you talking about good challenges or bad challenges?

SR: Your choice. Both of the above would be fine.

BG: If you were a press person, it would be all the bad challenges.

SR: That's right. No, but I'm not. So good challenges are fine too.

BG: I would mention—just finishing up the foundation—it became wildly successful, but in the beginning when I came, and while it was functioning, it was at a low level. And there's a person in Washington, in the government, who was in charge of all monies that go to foundations. And I was asked among the whole system to go to Washington with a coterie of my people who were knowledgeable to see what we could do.

SR: That's exciting.

BG: And we met with this man, and we put forth an impassioned plea. We got the system to be able to take in more monies and be free to solicit federal grants all over the country.

SR: That's terrific.

BG: And with that release and Jim Cobble, the foundation soared.

SR: That's great. That's certainly a positive development.

BG: Yes, that was a big one that sticks in my mind.

SR: I know something about you changing the logo for the school.

BG: Yes.

SR: Tell me about that.

BG: (chuckles) Remind me about that with Kent State, too.

SR: Okay.

BG: The logos for these schools—and most schools have a logo for their letterheads—says something about the school, and so it's important, even though you wouldn't think of it that way normally.

SR: I understand.

[END TAPE 3, SIDE A; BEGIN TAPE 3, SIDE B]

BG: Several of us sat around a table—faculty and administrators and I—sat around a table in my room one day, and tried to develop a logo. We were successful, I think, in developing a logo that was attractive and indicative of the university—after we argued, of course, over many different designs. That's a small change, but a significant one.

I'd like to go on to another adjunct to the university, which is *very* important, and that is we have a radio-television station in this city that belongs to San Diego State, KPBS radio *and* television.

SR: I am a listener and a supporter, and a watcher.

BG: I was, by virtue of my office, in charge of that too.

SR: Oh, how wonderful.

BG: I went through the place early on, and talked to the director—and was impressed. He was more than willing to give support to the KPBS from then on. It was just PR in part, but it was also our intellectual station, among a plethora of stations in

the San Diego area. We also had some other adjuncts, which were interesting. We have east of here in the mountains, just east of San Diego, an observatory. We teach astronomy at the university, and this is a delightful thing to have, and it's a pretty good one. And we have faculty who go out there regularly and staff it.

SR: So that's another development that happened at that time.

BG: Well, this was here before I came. So this was another thing this university supported. We have several things, not all of which I can think of right now, which are unique to San Diego.

SR: Well, there was something that I read about, and maybe you could elaborate about it: the relationship with the zoo, and the fact that some of the faculty got involved there, in Balboa Park, I guess.

BG: Well, we have external programs, San Diego State, and many more now than when I first came there. And the present president is responsible for many more, with the faculty, of course, which are contributing to the knowledge of the community. We started with Mexico, because it was a neighbor of ours, and they were interested, and so were we. We spread to—at least now—all over the world. It was exciting. Under the current president—and I have to talk about him briefly now—he was interested in things that were not strictly internal to the university, that would help the university, but also organizations and peoples elsewhere. So between him and Jim Cobble with the foundation, they have succeeded in getting interested faculty—and there were a lot—going all over the world, helping and collaborating with different organizations. As I said, you really ought to talk to Jim Cobble if you ever get the chance, because he's younger, so his memory is better.

SR: And the current president is Stephen Weber?

BG: Yes. And Stephen Weber—they would both give you much better detail than I can do at this stage. It pains me to tell you that I've been thirty or forty years away from being here and active on the campus.

SR: But clearly the seeds that you've sewn have blossomed.

BG: Yes. Well, and subsequently I have to give credit to them. My job was just to get it going, to turn it around. They have implemented it. We had, as a relic, from educational teaching, machine shops where they made things out of wood and metal.

SR: Shop?

BG: Shops, that's right, shop work. And they were down there. And I happened to be very interested, and always have been, in working with different shop equipment. And so I wandered down there one day and introduced myself to people in those shops. And they were amazed, because I was the only president that had ever shown up down there. I knew what they had, I knew what they were doing, of course, and they were just tickled pink. And I went down there and traded some of the wood that I had at home, for some other wood that I needed for something else—it was a trade I hasten to say. Well, anyway, it was delightful to find out they had it.

SR: That's very nice. Did you make things in the shop there?

BG: Not in the shop—I did it at home. I had a whole set of woodworking tools and metal tools.

SR: I just saw something in your entryway that I hear you made.

BG: I made two of them.

SR: A beautiful desk.

BG: Yes. When we get to Kent State, if we ever do (SR: We will.) I'll tell you about that. Anyway, what else can I mention?

SR: I raised the idea of the zoo. You talked about symbiosis and clarifying the terminology about the relationship with the university and the zoo in the paper that I read. I am a lover of the zoo, and so I was—really, it piqued my curiosity.

BG: Well, as I say, I think most people, certainly local people, know our zoo is one of the best zoos in the country. There are others as good or better, but it's close to the top. We San Diegans know that, but I'm not sure how widely that's spread. We have faculty working with the zoo.

SR: What do they do?

BG: Well, biologists and others.

SR: Anthropologists, I think I read.

BG: We have some pretty good faculty here for that area. I visited at one time or another with most of the faculty when I was new here. And not only the zoo, we had all sorts of other things, cooperation with people in the vicinity who have an educational bent, have something to offer us.

SR: That's wonderful. I did read that you got very much involved with the community. Tell me about that.

BG: Ha! You remind me of something else. No long after I came here, and I got the publicity in the papers as the new president and so forth, I was asked by someone in the community to talk to the Jewish community. They were honoring a rabbi here, who had come to town some years ago, and who was loved and well known in the community. I went and met with the community—which I had no contact with at that time, except a person who knew who I was. And so I gave a little talk about the rabbi, and at the end of the talk I said I'd be glad to answer any

questions. Hands went up. I said, "What's on your mind?" And this person said, "You just came to the community here, and didn't know anybody, and now you're giving a talk about the rabbi as if you knew him." "Oh," I said, "I forgot to mention a small point." And he said, "What is that?" I said, "He's the rabbi that married us when we both lived in Oak Park, Illinois."

He was from where I was.

SR: What a lovely story!

BG: Coincidence, entirely.

SR: Oh, that's lovely. So that was one outreach to a community project.

BG: That did a lot. You just made me think of it—I wouldn't have otherwise.

SR: That's very nice.

BG: Another place where we made contact, I met with the chancellor of UCSD, and we became friends, and we maintained contact between the two of us.

SR: Yes! So it sound like—you weren't just a fixer-upper, you also....

BG: I have something to show you that will amaze you.

SR: By reaching out to the faculty senate, to reaching out this way, you were aware of more than just concrete fixing-up. You were *socially* aware.

BG: I think that's a fair statement. I knew the value of.... Don't forget, I'd previously been president of another university.

SR: Right.

BG: Well, anyway, that was good. So much so, that Jim Cobble, who was the ring leader on this one, again—and I should have mentioned this—let's go back a minute. The educational system works in three tiers.

SR: Okay, tell me about that.

BG: Well, at the top is the University of California, with all its universities. They take only the top 5%, I think, of students. The State colleges, as they were called at that time, they admit the top 50%. My figures may be out of date now. And the community colleges then take the rest. Now, a student can go down to one of the others if he wants to, but to get into a higher one is more difficult. I should mention that we have which was not anticipated, I think, originally. University of California has a graduate school, *the* graduate school, and are very famous for it. But we have a good one, too. I don't know what the relative sizes are, but I suspect ours is as big as theirs, if not bigger—I don't know. Well, it's over fifty years, it's changed. It was really Cobble I must give credit to, who worked with people over there. And he produced a contract, which I was happy to agree to, between their faculty and ours, for graduate programs which we *jointly* ran.

SR: Oh, that's marvelous!

BG: And we *were* the only university of the second system, who worked with the U.C. And we had students and gave them degrees jointly in the two institutions.

SR: I wasn't aware of that.

BG: Now, I think a few other schools have a similar arrangement, but not many. We have a lot.

SR: Very interesting.

BG: We weren't supposed to, originally, but that came along, and was very successful, *is* very successful, because its scope has grown over the years.

SR: That's great. During the time that you were president, did you get involved in the sports aspect or athletics at all?

BG: Yes. I'm going to tell you something. We had a good athletics department. I was as interested in athletics from a personal point of view as I could be, because I

used to get up very early in the morning, between five and six o'clock, and at the urging of the director of the program, I used to go down to the gym and run and exercise with other faculty every morning, because I sat behind a desk all day.

SR: That's great.

BG: At my age, I wish I could do it now. But it was a very salutary thing. Needless to say, it made me slightly popular with the athletic staff. But I also attended every football game, every basketball game, baseball, a lot of others, because I cared, and I wanted to support them — if we *have* athletics, we should support it. I once talked to the chairman of my board, farther on in my career here, and told him that I and others had suggested dispensing with the Class 1 athletics, because it was so expensive. And we certainly weren't the best ones in the nation. But he talked me out of it. So the thing to do was support it.

SR: I see here that in terms of your activities in the community, you were chairman of the San Diego Chamber of Commerce at one point?

BG: No.

SR: Well, somebody wrote that at some point.

BG: I think this is the time to show you this.

SR: Okay, what is this?

BG: One is, as I told you yesterday—and I'm not trying to pat myself on the back—but one of the problems of a president is getting along with the faculty and students. It's a perpetual fight. And I made it my business, and it was genuine on my part, to not be dictatorial, as some administrators are prone to be. And I just wanted to show you these as an indication of the student feeling.

SR: Oh, how lovely. Can I read it?

BG: Sure.

SR: "San Diego State University and associated students do hereby present Dr. Brage Golding, on this day, May 5, 1977, with a life pass for outstanding leadership, effort and achievement in the interest of the student body and San Diego State University." That's lovely.

BG: I cherish that.

SR: That is something to cherish. And this says, oh, "We remember your birthday this year award, for outstanding effort, achievement, in the interest of the student body and San Diego State University, May 5, 1977." That's wonderful.

BG: I might mention that today is my birthday.

SR: It is! And I am wishing you a *happy* birthday. And what an honor it is to be able to share it.

BG: It occurred to me to mention during this discourse, about a week or so after coming to San Diego State, I decided that I needed an executive assistant who could interact with the faculty for me, and do various odd jobs that the president needs but doesn't have the time to do himself. And so I made a number of inquiries with people I trusted to be fair and impartial, because it's an important job. He can turn the faculty against the president, or for him, if he wants to. And I had a *bad* experience, which I'll talk about later.

SR: Did you choose Bob McCoy for this job?

BG: I was walking on the campus shortly after I'd been given information about various faculty members, and I wanted a good faculty member for this, who would be willing to *work* for the president—which may not be easy. They told me about several faculty members, and I'd made up my mind before I ran into this faculty member on the campus, walking. He stopped me and he said, "You're President Golding, aren't you?" And I said, "Yes." And he said, "I'm Bob McCoy, assistant

professor of English. I just wanted to meet you." I said, "Well, that's fine. I want to talk to you." He said, "Me?" I said, "Yes." And so I talked with him, and I told him at the end of the conversation that I wanted to ask him if he would be willing to become my executive assistant. And he looked at me, and said, "Why me? You don't know me." I said, "Yes, I do." He said, "You do?" I said, "Yes, I know all about you." I proceeded to tell him some things about him, and he was flabbergasted. He said, "How could you do this your first week on campus?!" or whatever it was. That impressed him very much. He said yes finally, and started to work for me—still a faculty member. It was one of my best choices.

And I had earlier, at a previous school, I picked one particular person to be assistant to me, and he became the president. Very hard to keep saying, "The president wants this," and "the president wants that," but *he* really wanted it, and I had to fire him, because he was assuming the president's role, and that's not the role of an assistant, as you well know.

So he , McCoy, was, and had been, on my tenure, a very self-effacing person, which I wanted, and he understood that, but he was good. And he used to draft speeches for me. Well, I had a lot of speeches to give, and he was an English professor, which was very helpful. I would tell him what I wanted to say, in general, and say, "Draft something, Bob," and he would do so. Then I'd take it and I'd rewrite it. An English professor is prone to flowery phrases and allusions, and I'm not that kind of person, so it wouldn't be in character. And even once in a while I'd catch him in a grammatical mistake, which gave me great pleasure. Not often an engineer corrects an English professor! And don't think he wasn't told about it—he sure was.

And we forged a very good relationship—so much so that years later when I was asked to come out to Colorado to take over a school, it was the beginning of summertime, I called Kent State, where I had been at that time, got hold of Bob, and said, “What are you doing this summer?” And he said I’m teaching a course this summer. I said, “Well, cancel it or get someone else to take it. I need you out here.” This was after I’d left. And he came! Left his family there and came out for two months or so. The place was in bad shape, and I needed his insight.

SR: So it was a good team.

BG: Oh, it was a *great* team. We synergized.

SR: Yes! That’s great. I am very interested, it said that you were responsible for over forty master’s degree and Ph.D. students, and then you worked with handicapped students as well? Tell me about that.

BG: I had a great interest in handicapped students, helping them. And when I came here.... It’s, again, the next university. No, it was Wright State—I forgot to mention that then. At Wright State it was built when I was there, with provisions for handicapped students—everywhere.

SR: You were in the forefront of doing that, then.

BG: And not only that, but we built subterranean passageways, tunnels under the whole campus, which has been continued, so that students could go from one building to another in inclement weather, and have no steps to climb or go down. It was innovative. Very successful. When I came here, of course, it was too late to do *that*, but I was very interested, so we established the Handicapped Persons Office, with people in it to take care of the handicapped.

SR: That’s terrific.

BG: I forgot to mention that earlier.

SR: That's a great contribution.

BG: It made me happy. I don't know right now whether they're still doing it, but I assume they are.

SR: Well, that's an important innovation. Did you work directly with doctoral students at all?

BG: Yes, but it was at another university.

SR: You were involved in going out—you were still on boards at that time, weren't you, at that time while you were at San Diego State? Different boards?

BG: Yes, I was. Well, I was interested in doing things with the public, but I was also on several boards of companies, which required a lot of travel. Unfortunately, most of the boards were in the East, and I was here. Two of them were in Boston, which couldn't be further from San Diego. But that was part of my background in business, which was a help. I didn't have a purely academic background.

SR: Right.

BG: Remember I told you about the airplane. I had to commute, all these trips. Anyway, there are so many things I could tell you about San Diego State. It was a better-than-average school. I was pleased to have come here.

SR: It seems like you clearly did more than fixing up. You innovated and pioneered as well.

BG: When I was here, I had someone do this for me. It was kind of complicated. That's an organization chart I had done for what I was responsible for.

SR: We have student affairs, academic affairs, university affairs, and business and financial they are the four major subdivisions of the university.

BG: That's the way I organized it.

SR: Right. This is certainly well thought out and organized. Here are the disabled students down here, under student affairs.

BG: It takes a lot of thought to keep track of these divisions and subdivisions.

[END TAPE 3, SIDE B; BEGIN TAPE 4, SIDE A]

SR: We are discussing your time at San Diego State. And I believe that we were going to address the issue of promotion and tenure.

BG: Promotion and tenure is one of, if not *the* most, delicate subject in academe. Faculty, and naturally so, are very concerned about their future and their progress and their income — personal matters, everybody feels that way—but faculty, I think, feel it more intensely than most people. It's always a delicate subject that comes up every year at all academic institutions: Who's going to get nominated, who's going to get promoted? It's their livelihood, too, and it's very important to them. I suffered in academe by being a full professor at every university, right off the bat. But I did not accept tenure as a rule. I felt if I couldn't cut the mustard, so to speak, I didn't deserve to be the president. That was *my* feeling. Fortunately, no board fired me.

When I arrived at San Diego State, there were no rules, really, on promotion and tenure—no specific, published rules. Dr. Love, who was my predecessor, did this himself, I was told. *He* decided who would get promoted and who would get tenure. He did it almost all by himself. I subsequently learned that he did have a small committee which he chose. I'd been told that by several faculty members. So one of the things that we did while I was there early on, was—and George Gross was the dean who was involved in this—was to change the promotion and tenure policies, codify them, and make them workable and fair—just as fair as we could get them. That was an important milestone at the

university. I supported the senate on that, and they, of course, were *very* concerned with promotion and tenure. And I made many friends with it, and many enemies, of course. "It's the president's fault. He didn't promote me, and I deserved it." They *all* want tenure, of course. It took a while for them to understand the importance of it, because *I* kept emphasizing to them in *all* my schools—I call them "my schools," but that's the way you feel after a while—that academics and administration are separate. You can put them together, and in the president, they *do* come together. But one side is academic, and one side is administration. Once in a while, and not infrequently, both academics and administration intrude on the other's territory. The administration starts telling the faculty what to do, when it's really in their province. And the faculty never hesitate to tell the administration what they should be doing. And you have to make it clear in their minds where the dividing line is. So this is an important advance we made early on.

SR: That *is* very important.

BG: Yes.

SR: Another thing that came up was your involvement with Brazil. Can you tell me about that?

BG: Yes. A couple of professors in the School of Education executed a contract with some high-up people in the government of Brazil to send some people down there for a period of time—considerable period of time—to help bring the elementary and secondary schools up to snuff. They were not good. So they went down there. After it had been going for quite a while, they invited me to come down as the president of the university where the faculty were coming from. And I went down there for several days, twice I think. We had a wonderful time. We went

around to various schools and had expositions by students and teachers. I met government officials. We had nice social hours in the evening. I got to see Brasilia, which is a fascinating city, with no stop lights. I don't know what it is now. That's the capital, of course. It had no stop lights [when I was there]. And various famous architects did the buildings in downtown Brasilia. Downtown was beautiful, and I enjoyed that very much. As I mentioned to you earlier, I enjoyed very much going to the beaches there, for reasons I will leave to your imagination.

SR: It sounds like, as you said, San Diego State University became more and more involved in reaching out.

BG: That's right. That was mostly by the present president.

SR: That's very nice. Did you travel to any other countries besides Brazil at that time?

BG: Yes. That brings me into another subject I was deeply immersed in, and that was the Silverman and Rogers contribution to Kent State university.

SR: Who are they?

BG: These are two gentlemen who showed up at my office one day toward the end of my tenure there. I didn't know them from Adam, nor did they know me, except by name. And they came in and introduced themselves as two people from New York City, Jerry Silverman, who owned a fashion company—dresses for women. He was well known in New York.

SR: I was going to say, I've heard the name.

BG: Rogers was his designer. He designed a lot of his clothing. Silverman told him what he thought would be a good style and Rogers would translate it into drawings. They were very good. And there's a New York fashion design company in New York, the big one in the country. And there *weren't* any others.... Well, there were, but small.

Silverman and Rogers had a good business and were well to do. They were getting older and looking toward retirement, and one of them, Rogers, came from Southern Ohio. That's why he was thinking of Southern Ohio. I think they offered it elsewhere, and we'll get to that, but were turned down for reasons which would be obvious. But they talked to me about transferring all their possessions in this business to a university, to start a school of fashion design, which is not common, and wanted to know if Kent State would be interested. And I leaped on it immediately. It appealed to me because it was not normal [i.e., out of the ordinary].

SR: Different.

BG: Yes, different. I went to New York with them, and went to their place. It was a loft, a big place, and they had hundreds of dresses and coats and other apparel. I went to dinner with them, with many designers from other companies, all the ones that you read about in fashion design newspapers or magazines—I met them. And I sat next to Madam Trigère, famed for her costume jewelery.

SR: Pauline Trigère.

BG: Pauline Trigère, right. Had a nice talk with her, and all the others I met. And it was a new world to me, I had nothing to do with it. I said, "This sounds interesting, and it would be a drawing attraction for the university." Remember that statement. I don't think out in the Midwest the trustees, governor, faculty, would be very keen about it — it was not in a normal academic field. So I came home and I called my vice-presidents together one evening at my house, and told them about it. They said "it's too bizarre, it's not an academic field. Designing out of your head is not academic." I couldn't sell this. But the more I thought about it, the more I liked it. And Silverman was talking about a big gift, millions

of dollars worth. And I got an idea. First I talked my vice-presidents into agreeing. That took a little persuasion. And then I asked the two gentlemen, since they had displayed their wares in New York all the time, if they would be willing to come out to the university and put on a little show for the trustees and faculty. And they said, "Sure, we'd love to." I then said, "Wait, I've got to persuade the board and faculty or they won't come"—I wanted them to come. Nothing better than a show. And so I called a faculty-staff meeting, with hundreds of faculty and staff, and told them we had this opportunity and would they be partial to it. Well, they didn't think much of it. I said, "Well, wait." So after I talked to Silverman and Rogers, we agreed on a date for a show, and the details, and then called a meeting of all the faculty and staff. Silverman and Rogers had brought with them the women, including models, who put on the show, the whole thing. They brought many costumes, and music. And they went on the stage in one of our places there, and put on a real show, just like you would in a theater. And when they finished, the faculty gave them a standing ovation.

SR: What a great idea!

BG: And the trustees were worried about funding it, naturally, since that's their business—one of their businesses. The faculty were against it on one reason only: Would it take money away from *their* departments? Just the opposite.

SR: That's a great story. So it came to pass?

BG: It came to pass.

SR: That's wonderful.

BG: I went back and forth to New York frequently.

SR: What a nice thing! How interesting. It's different.

BG: But more than that, I knew the faculty would object with worries about taking funds away, and forming another department. They had no experience with fashion design.

SR: Well, you educated them.

BG: Yes, I think I did. Well, *I* got educated first, because I didn't know anything about the subject either. Silverman and Rogers educated me. And sitting for dinner in a posh hotel with all these people whose names I knew from the magazines my wife had, was a great experience.

SR: That's fascinating. That's very different.

BG: Out of the ordinary, that's why it appealed to me.

SR: It was a happy story. You also mentioned briefly to me, and I'd like you to talk about it, that in each university where you were, you taught, and you taught math?

BG: Yes.

SR: Tell me about that.

BG: This was at Kent State, what I just told you.

SR: Okay, that's at Kent State. We're segueing into Kent State. We'll get into more of Kent State.

BG: That's right.

SR: But you had taught math prior? Did you teach math at Purdue?

BG: Yes.

SR: And at San Diego State as well?

BG: When I went back to Purdue after the war as a graduate student, I visited the math department. And since I'd *come* from Purdue, I knew the faculty. I asked them if I would be needed, I would like to offer my services as a teacher of college

math and trigonometry. And Dr. Ayres, the Department Head of teachers, said, "We're short." It was after the war, students were coming back in droves. So I taught at every university, at least one course, and sometimes two. It took a lot of time, but I wanted to do it.

SR: That's great.

BG: It didn't do me any harm, either. It was refreshing for me. I'd been out in the army for four and a half years. What was particularly gratifying to me is that in the first semester I taught trigonometry, I think it was. They gave me a class of freshmen who were below the norm, to put it mildly. No teacher wants to teach a bunch of below-the-norm students. I'm saying that kindly. At the end of that semester they had a test for the whole group of all trigonometry sections, and my students came out on top—they had been the worst.

SR: How wonderful! That's terrific.

BG: And I was very happy with that.

SR: That's terrific. That's really great. Well, we were kind of making the transition from San Diego State University to Kent State. How did that happen?

BG: That's interesting. A team from Kent State showed up one day to interview me. Again, I solicited no jobs, with one exception, and they came to me. I was known in Ohio because I'd been there. And I told you two gentlemen showed up at Purdue and talked me into going to Wright State. That made me known in Ohio with the chancellor and the faculty. I had Ohio State, Miami, and Wright State behind me. And I knew the other presidents, of course, of the other universities. They said they were from Kent State, looking for a president.

SR: I was just going to say, I see here it's "1970, student protestors, Kent State."  
Yes.

BG: Yes. I had heard about it. Of course it was in all the papers nationally. But they showed up and wanted to know if I would have an interest in going out there. They had heard about me at these two previous schools and thought I would be the right person to come out in a time of trouble. I'd already had the reputation of being a fixer-upper. And I thought about it, and it appealed to me. My wife was horrified. She said, "You've got a great job in a great place. You're well thought of. Why do you want to go back to the cold Midwest and take over a place that's in trouble?" That's just what I wanted.

SR: Challenge.

BG: She thought I was crazy, of course. So I had to work on *her* first, and I did, and she finally said, "I'll go if you really want to go." I said, "I'd like to go out and see about it." So I did. At their invitation I went out to Kent, Ohio, which I knew about but had never visited. It was a Midwestern town, the type I'd grown up all my life. It was, in a sense, a come-down from this big, not only big, but metropolitan center. Kent is not a big city. That's where the college is located. In fact, *all* the colleges, public colleges, were in small towns in Ohio, in the four corners, particularly. I know it was deliberate. I went out to Kent, backwards, back to the state I'd taught in before, and met with the trustees that evening. I didn't care whether they thought well of me or not, because I was not really desirous of going there. I didn't know much about it, had never been there. I knew of it, of course. I drew pictures in my mind. And I met with the trustees with a dinner in Kent State, and we met in a room at night, and we stayed there until *late*, talking. And I said what I thought, what I'd heard about Kent, what I'd done at the other schools. I didn't care whether I told them the unvarnished truth or not. I wanted them to know who I was, as best I could, in a short time,

because I didn't want them to ask me if they *didn't* want someone like me, because I was a little different from most presidents, I thought. At least I'd been told that. They thanked me, and I left.

There was a gentleman of the old school who was there with the interviewers on the faculty. He was a retired military officer, and very deferential. He was not a faculty member but he took care of organizing things on campus, and trustees' meetings. The chairs were there, and the lights were lit, the meals were ready, and all that—that kind of person, with a lot of background and experience. Anyway, I spent the evening with the trustees, and I didn't know what they were thinking. And I went back to the hotel where I was staying, and someone knocked on the door. It was late, midnight or something like that, I was undressed. I opened the door, and it was this gentleman who took care of these things mentioned above. And I looked surprised, and he said, "I beg your pardon for coming to you this time of night, and I wouldn't bother you, except I was dying to tell you something. I come of my own accord, not from the board." So I said, "Come in." He came in and sat down and I said, "What happened? Did they kick me out?" He said, "On the contrary. After you left, they all looked at each other and said, 'That's the person we want.'"

SR: Oh! How nice.

BG: And that made it hard for me to think about saying no. He said personally "I hope you come." That was *very* nice, to come at night and tell me that. He said, "I'm looking forward to working with you," and that was it. And I said, "Well, thank you very much I will consult my family first, as I always do. Here we go again." With children particularly. It's also hard on the spouse, male or female. And so after much decision making again, I left San Diego State.

SR: Sure.

BG: It's a relocation, a big one. After saying yes, I went several times. This was right after the riots. The president then was a very nice person. I liked him very much. He happened to be out of town, far away, when those events took place, so he wasn't there when those things happened. But the faculty and the trustees never forgave him for this. It wasn't *his* fault. But he felt terrible, too, not being there. He got back too late. And so he resigned, but agreed to stay on as a professor, which was fine. I knew him because I was at meetings when I was at Wright State. Our house on the campus. It had been a farmhouse. It was a very nice one, though, and fortunately had front and back stairs, which see, I thought of as a way to escape sometimes. And I used it! I had enough experience at other universities by then, I knew it was time to escape sometimes.

SR: Now, by this time were your children grown?

BG: Yes. They weren't with me. Again, it was a different kind of university. It was a respected one. It was just fifty miles or so north of Cincinnati. There were three major universities on the three other corners of the state. In this corner was Miami University, but it was relatively small, but with a good reputation. But as I told you before, the townspeople wanted a *state* university, and so did the people downtown, to handle all the prospective students the private Catholic university couldn't handle. They were back from the war, and the private university was jammed. So these two men I told you about that visited me, raised money from the townspeople, and gave half of it to the private university to help *it*; and half to buy some land and put up one building.

SR: Kent State, by the time you got there, was it calm? I mean.... You were talking about Wright University at one point. That's okay, that's why I'm switching to

Kent State. We're back in Ohio, and you're at Kent State, and it's after the major turmoil....

BG: I want to tell you, before I forget it: One of the times I was visiting Kent State then after that, *before* I took the job, I was driven back to the airport to go home, back here, by the chief librarian of the so-called library they had there then. And it was a good one. He drove me in his car back to the airport, which was in Cleveland. And as we were driving along, I asked him about the library, how big was it, what did they have, how much money did they get. I always ask these internal questions when I go to a school. Back when I took this job, at San Diego State, I *insisted* when they came out to interview *me* before I went to them, that they bring their fiscal officer with them. I was part businessman, and I wanted to know if they had the money to run good programs, what condition were they in, because a lot of schools *weren't*. Turned out they were all right, but I wanted to know. And this one I was interested in because it had a good library. I'm interested in libraries.

SR: I remember that from before. Yeah, that's a good marker, in other words.

BG: Yes, that's right. So he drove me back to the airport in Cleveland, and on the way I asked him all about the library, and I asked him about the fiscal stability of the library. He said, "Well, we get the money all right, but nothing great. We get along pretty well." Then he said, "Oh, my God!" And I said, "What's the matter?" "It has just occurred to me that you're going to be the president in deciding how much money each department gets allocated." And I laughed and said, "That won't influence me." But I remembered that. He was stricken.

SR: That's funny.

BG: Anyway, it was a very interesting first year. This I remember vividly. There were about a hundred people on the campus, young folks, who had gathered at Kent State, and only Kent State, to my knowledge, on the lawn of the campus—and it's a beautiful campus—from all over the country, to demonstrate there about the shootings. When I got there, I saw all these kids on the campus, lots of cars, coming from all over the country. And they pitched tents. My predecessor couldn't handle it. He went out there and preached to them—he was a pastor, the previous president—and preached to them. They laughed at him, made fun of him. It was bad. But they were also upset because prior to those events happening, the trustees had approved a big addition to the gym there. As the gym started to get in shape, just as I got there, some student with a big mouth said to the student body that they were building this gym thing on hallowed ground where the shootings took place. That's all they needed. And I had *my* demonstrations. There's a book about this. You'll find it in most libraries. I didn't write it, but someone wrote it. I don't have it.

SR: We'll find out.

BG: It'll be in every school library anyway.

SR: Oh my, so they said it was on hallowed ground?

BG: Hallowed ground, that was the phrase that started it. So I had my own demonstrations. And I found myself in a unique situation one day—I mean, *unique*. I wish I had a picture of it. I was standing on the roof of one of the buildings with a pair of binoculars in one hand, and a walkie-talkie in the other hand, looking down at the foundations of this gym addition, and finding a big steel fence across it, and a hundred students, or several hundred students -- rather *not*

students, young people demonstrating—and mounted police behind them on horses, to break it up. What a picture.

SR: Yes! Thank you for painting it for me, though. Thank you for sharing it. I can visualize it.

BG: It's something I could never forget. That was not what a new president was expecting to face. Isn't that something?

SR: Yes, that is really unique. How did it go after that?

BG: I'll tell you. I went down and walked amid the non-students. I told them I was new, I wanted to learn what their problems were. And I said I had determined beforehand that it was not on hallowed ground. This student had said it, and it had spread. They were looking for something—anything but studying. But that didn't cut much dice with them, because they enjoyed camping out. They were students from elsewhere, most of them—but not all students. But it was never made public that these were not *our* students. The *Kent State* students walked by them without looking at them, and went to class. Major observation: they didn't approve. They were conservative, middle country people. And Ohio is a *very* conservative state.

SR: Yes, yes.

BG: I got to know the legislature and governor.

SR: Who was the governor at that time?

BG: Jim Rhodes.

SR: Okay.

BG: Two experiences I want to tell you about that have nothing specifically to do with that.

SR: Okay.

BG: That was just after that. Another interesting event occurred. This one was the day I came to Kent State permanently as the next president. I was in my office there, and looking around, and seeing if I had a comfortable chair, and my secretary then came in and said, "One of the trustees is on campus." I said, "Who is it?" and she told me, and it was a female trustee. I had met her, but I didn't know her. "She said since she only met with you briefly that night [you were] with them, and she's on campus, and she's up on business with somebody on the campus, would you be kind enough to come up the hill and say hello to her?" And I said, "Certainly!" So I dropped everything and went, going up to campus to meet her. And I met her and we greeted each other and we sat down and started talking. All the non-students were demonstrating. And she said to me, "I did you a favor," as the new president. I said, "What is that?" She said, "I know a person in Washington, D.C., who's head of a mediation board, and I called him and talked to him." Either she called and talked to him, or she went there, I don't remember that now for sure. "It occurred to me to ask him if he could head a mediation group to come to the campus"—he was aware of what was happening on campus here—"and mediate this problem here." And he said he would think about it. And I stopped her there. I said, "I have to tell you something. It's my first day here, but my answer would be no, don't do it." She said, "Why?" I said, "For a very good reason." I said, "There's academic and administrative. The board of trustees tells me my job is to run the campus, and tells me in general what the guideposts are. Then it's up to the president to run the campus. And if a trustee interferes and gets a mediator in, and the president stands there and looks at him, he's gone."

SR: Did she understand?

BG: She said, "Oh! I would never have thought of that! I'll drop it immediately." She was nice, we remained good friends after that.

SR: Great.

BG: But she had not thought of that, because she was an academic, and that's the academic part of me, always thinking how tender the mercies are of the faculty. I'd have been dead, that day.

SR: What a beginning!

BG: Yes.

SR: How long were you at Kent State?

BG: Five years.

SR: And was it a good experience?

BG: Oh, yes. I had good experiences with all, except those unfortunate ones that I've told you some about. I had good trustees at all the universities. I told each set of trustees when I came that the president has a dual job: "the first is the school, and the second is educating the trustees as to how a school operates and what the feelings are." And they said, "Thank you." And it's true, you have to educate your trustees. "Oh no, you can't say that," or "you can't do that," or "this is what we do with this." They can always override me, but if you do it right, they're glad.

One of my trustees was chairman of the board when I was there at first—they rotate. He lived very near the campus and was a perpetual athletic supporter, that type, which is not *bad*, but very interested in the campus after he graduated. And he worked for a very large company, as salesman, and he was on campus all the time. And I finally called him in and said, "George, I know you love the campus and the people here, you know the faculty, and you were a student here, but you can't come on the campus all the time." And he looked at

me and said, "What in the world? What am I doing that's wrong or something?" I said, "You're saying things to faculty that you shouldn't." And he said, "What do you mean?" [And I said], "You're saying things to *me* that you shouldn't. You talk with your friends on the campus, and there's nothing wrong with that, except you get stories from them, their gripes and their other things, and their personal statements about me and other people on the campus, and you spread it." He was garrulous, to a fault. "And I get things coming back to me about what's wrong with Kent State and with other things. You can't do that!" I told this to all the trustees, and they were amazed. "No one ever says this, but you trustees as individuals have no power on this campus. It's only when you're in legal session with a quorum that you have all the power. As an individual, you have no power at all." He said, "Is that true?" I said, "Yes, it's law." Did you ever think of that?

SR: Yes. I was thinking about organizations and boards and the same things, where boards have to be educated. It's the same thing.

BG: That's right. They have no power just walking around the campus. They may have an assumed power, or people may assume they have the power, but they don't have it. And I said, "You kill me the first day I'm here."

SR: Well, fortunately, it turned out well.

BG: It turned out well, yes. She became my best friend after. And he was my second-best friend. They were all right. The board was good.

SR: That's great.

BG: But I wanted to give you that anecdote.

SR: Well, that's a great anecdote. Let me just ask you, because your personal family life, as we're going forward here, your kids grew up, everybody went off to school, etc. You have your three children: Brage, Jr., Susan, and Julie.

I presume that somewhere along the way, I heard that you have grandchildren, and now you have a great-grandchild, or great-grandchildren?

BG: Four great-grandchildren: three boys and a girl.

SR: Oh, my goodness. Well, tell me about the name.

BG: Well, my grandfather's name was Max Brage—Brage was his surname. And of course my mother, his daughter, was a Brage, Viola Brage. And she named her firstborn Brage, who is I. And I named my first son, my only son, as a matter of fact, Brage Golding, Jr., which he detests. Well, I have to tell you about this too—this occurs to me. I was working for Lilly at the time, and my kids hadn't transferred down, they were still up in Lafayette at Purdue where I came from. I announced at home, after my son was at dinner, that "I have decided to go back to Purdue as head of the School of Chemical Engineering." And my son looked at me, he said, "No!" I said, "What in the world do you mean?!" He said, "I decided to go to Purdue, because they have what I want." I didn't know he was going to go to Purdue. I said, "Well, what about it?" He said, "I was going to take chemical engineering." I didn't know he was going to follow in my footsteps. [And he said,] "If I go into chemical engineering with the name Brage Golding...."

[END TAPE 4, SIDE A; BEGIN TAPE 4, SIDE B]

BG: ... with the name Brage Golding, Jr., life will be terrible."

SR: Speaking about your son, Brage, Jr., and how you *never* thought that he was going to follow in his father's footsteps.

BG: It became obvious after he said no, that he didn't want me to go back to chemical engineering at Purdue as head of the school. That was after he said he would go as a student in chemical engineering under the name Brage Golding, Jr. He said life would be hell. I agreed with him. So we reached a compromise. In this one

building which was built for this purpose, it housed the School of Chemical Engineering and the School of Metallurgical Engineering—they were separate. I said, “Do you like metallurgical engineering?” He said, “Oh yes, that’d be fine.” So he became a solid state physicist, in effect a metallurgical engineer. So we solved that problem.

SR: I see. That was solved. And now there’s another....

BG: One other thing I want to tell you about that. When I took my son from Indianapolis where we were at that time, working for Lilly, back to Purdue to register, we came to the desk for registration, just the two of us, and the girl sitting behind the desk looked up and said, “Are you coming here to enroll in college here?” And I said “yes” for him. So she turned to me and said, “What is your name?” And she started to put down data. And my son went up in the air. “Oh!” she said, “I thought *you* were the student!” I was young-looking then.

SR: (chuckles) I understand that.

BG: Yes.

SR: So you have so far three Brages. Who’s the fourth Brage?

BG: The fourth Brage was born just two weeks ago.

SR: Oh, my!

BG: And he is your son’s son?

BG: No, my grandson’s son.

SR: Oh, my goodness! Wow!

BG: I’m gettin’ old!

SR: Wow. So wait a minute, you have a son, a grandson, and a great-grandson....

BG: Four great-grandchildren.

SR: Oh, my.

BG: I told you I was old. You know that.

SR: (laughs) Well, today, no, you're not old, it's just a special day, it's a marker.

Wow. So as you reflect back on everything we've been talking about, we started out talking about your very early days and your family and all. Is there anything you feel like particularly conveying or talking about?

BG: Well, I'd like to tell you something about my family. I said a few short sentences about them earlier. I have family that I'm very proud of. I don't say that to them usually, so they think I don't care, or don't understand, or don't feel affectionate, but that's not true. I have three children, as you know, a son and two daughters, in that order, and they've all done well, and they're all, as proud father says, very smart. My son's a full professor of physics at Michigan State University. Before that, he worked for many years at Bell Labs, a prestigious place in New Jersey, and I used to visit him there. And he was doing work in cryogenics. He was doing solid state physics, which is a very demanding business, requires great mathematical proficiency. Then he took the job, after quite a few years at Bell Labs, at Michigan State, which offered him full professorship, good pay, and money for outfitting a lab and everything. They wanted him. Professors are very welcome at schools where the candidates are people from Bell Labs—they're the cream of the crop. Anyway, he is still there, at Michigan Sate, thinking about retirement pretty soon, and that makes me old, thinking about *his* retirement. He has made a name for himself in the field. He's got many publications. He marvels at the attitude of faculty, who started as faculty, not in business as he did, how their thinking process works. And it *is* different, as I mentioned earlier. These are generalities, of course. He has done well. He married a lovely girl, Julie Ann, who's the daughter of another professor at Purdue while I was there. I knew him

before my son knew that family. He is now at, as I said, Michigan State University, and lives nearby in a suburb near East Lansing. We visit by phone and by visiting in person. And he has two lovely sons. The elder one, of course, is Brage William, to distinguish—it's not a dynasty, really. We have to distinguish. So he named him Brage William. William is my daughter-in-law's father's name. So that's Brage William Golding.

To continue, he has done well, and I think is thinking of retirement one of these days soon, in a few years. His other son's name is Nace, which is Hebrew for "beloved."

SR: N-A-C-E?

BG: Uh-huh, which my wife, who is more of a scholar in this area than I am, \* thought that would be a good name, and they took it, they agreed. So his name is Nace Golding. And he has a Ph.D. too. He started at Berkeley, finished up at the University of Wisconsin. He got his Ph.D. and majored in biochemistry and he married a lovely girl, too. I'm very happy with my children's selection of mates. And he finished just a few years ago, and he's down at the University of Texas in Austin, and so is his wife. They both have faculty jobs in biochemistry there. They have a son. His wife comes from India, she's Indian, and she has a Ph.D., too. He met her, in fact, in Wisconsin, where they both got Ph.D.s. They have a son named Ishaan, I-S-H-A-A-N.

SR: Two A's, I-S-H-A-A-N, Ishaan.

BG: One of the smartest kids I have known, at a very early age. He became fascinated with astronomy, and he could rattle off all the planets and their subplanets and everything else when he was two years old, barely could talk. I'm very impressed with him. He's ten years old now.

I have two daughters. One is Susan, and some may possibly know, was the former mayor of San Diego. Before that, she was on the city council for eight years, and then became mayor for eight years, the longest term you can have, and in my biased opinion did a good job at both. And has retired as the mayor, because of term limits, and is now working in industry.

SR: Does Susan have children?

BG: Yes, Susan has two children, a boy and a girl. Samuel, as he prefers to be called, majored in industrial design, and has been, for several years now, designing different advertisements and other printed designs, and has been very successful at that, and just recently has switched vocations for a rest, in, of all things, buying a pizza parlor and putting out the best in the state—I've gotta say that—period.

The [next] daughter is Vanessa, who has an interesting history.

BG: She has a bachelor's degree from UC Santa Cruz and a master's degree in international relations from UCSD, which is a very demanding course, particularly at the graduate level. She has been working for the last couple of years, after graduating, in Washington as a member of the State Department.

SR: Terrific.

BG: Vanessa has just recently been informed that she's one of three persons in the United States that has been offered a fellowship in a prestigious organization located in Hawaii, which doesn't disappoint her.

SR: How marvelous. That's something to be very proud of.

BG: And last but not least is my daughter Julie. She went to work at the bookstore at the University of Colorado, and then went to work for the University of Washington. Well, first she organized a bookstore in Missoula, Missouri. After

several years running the bookstore, it was preempted by a new commercial branch of a large publishing house.

SR: Oh, that's happening all over.

BG: Finally she decided that was not for her, and moved to the State of Washington, to Seattle, and has been working at the University of Washington ever since. She works as a member of the staff at the University of Washington. And I can't tell you what she does because she's taken one job after another, moving up the scale there. Now she's up to working for vice-presidents, so I think she's doing all right.

SR: That's great. So now you have summed up your children. As you reflect back on all of this, I have said that what has emerged for me in listening is that embedded in things that you did, you're not just a fixer-upper, as you describe yourself here. You're really an innovator. You're someone who solved problems that nobody else could solve. You've done many unique things, and your sense of doing what is right through your perspective has always been present. I imagine that your family will enjoy listening to this as much as the university will appreciate your sharing not only the years that you were at San Diego State University, but more about you as a total person.

BG: Well, thank you for those kind words.

SR: Thank you so much.

BG: I want to mention two other schools that I was at. In my retirement, I was called a number of times, since having been president at three universities already, I had kind of a reputation for fixing up things. And I'll be very brief. I was invited to come back to several universities in my retirement, which was in the East, to take over universities temporarily, when the president was ill or they were between presidents. I just want to mention for the record that the first one, I got

a call from the chancellor of the State of Colorado, to take over Metropolitan State University in Denver temporarily because the president had just died, and they were looking for a permanent one, but wanted a temporary one while they searched. So I got permission from my wife to travel from the East to Colorado—a state I'm very familiar with because Julie went to the University of Colorado—and had a good time for several months at the Metropolitan State University. And I took that occasion to correct some deficiencies and put it in pretty good shape when I left. And the board wanted me to help them find their next permanent president, which is an interesting job, while I was there, and so I was on the phone a lot, talking to people that I knew about recommendations, and finally had the pleasure of introducing their new president to the faculty and board.

I went home, and some months later I got a call from the same chancellor saying he had problems at another of the universities in Colorado, would I please come out and take that over temporarily *and* search for a president for *that* one. This time I was smarter, I took my wife—or had her come with me later—and stayed there for only a few months. It was in a ski area in the mountains. That's one of the principal reasons the students, I discovered, went to that school. But it was exhilarating in the literal sense. And that was Western State College.

And after that, I said no more, and we two trudged wearily home.

SR: Well, and now home is here in beautiful Carlsbad, California. I am so delighted that here on your eighty-sixth birthday, you are sharing this part of your life. There's so much more. I see all these letters and articles. We have just skimmed the surface, but I think that you certainly have offered some special stories, and your insight, and your perspective, and thank you so much for doing that.

BG: You're welcome.

[END OF INTERVIEW]