CHARLES F. MARSH

In 1930 Charles F. Marsh came to William and Mary to teach in the department of economics and business administration. Although an economist by training he also taught business courses. After World War II he was one of the authors of *The Hampton Roads Communities in World War II*. During the presidency of Advin Duke Chandler Dr. Marsh was dean of the college, serving from 1952 to 1958. In 1958 he resigned to accept the presidency of Wofford College in South Carolina. Since his return to Williamsburg in 1968 he has lectured occasionally in the school of business administration.

The following is a transcript, with editorial changes by Dr. Marsh, of interviews conducted on November 8 and November 13, 1974. The order has been reversed, with the second interview appearing first to put the story in chronological order.
INDEX SHEET

Interviewee: Dr. Charles F. Marsh
Date of interview: Nov. 13, 1974
Place: 705 Powell Street, Williamsburg
Interviewer: Emily Williams
Session number: 2
Length of tape: 30.5 mins.

Contents:
- coming to William and Mary
- first impressions of town campus
- teaching in extension at Norfolk
- J. E. Chandler - description
  - building up of college
- early teaching facilities
- changes in business dept. under Bryan
- A.A.U.P. chapter
- Chandler's character
  - interim between Chandler's and Bryan's presidencies
    - Dean Holle
    - Dean Handrum, social dean
    - Dean Hodges
- John Stewart Bryan - characterization
  - election
  - changes made
  - entertaining
- business program - changes made by Marsh
  - Ninth grade teaching
  - other opportunities for Marsh
  - Bryan's contributions
  - Portrait's contributions

Approximate time:
- 3 mins.
- 8 mins.
- 12 mins.
- 6 mins.
- 2 mins.
- 7 mins.
- 20 mins.
- 5 mins.
- 5 mins.
- 10 mins.
- 4 mins.
- 5 mins.
- 2 mins.
- 2 mins.
- 4 mins.

See back of sheet for names and places mentioned in interview.
Subjects

American Association of University Professors (AAUP) -- 1930's

Associated w/ Branch Campus -- Norfolk Division

Athletics -- Football -- Scandal of 1951

Buildings & Grounds -- Sorority Court

Business Administration, School of

Dean of the Faculty

Economics Department -- 1930's

Faculty -- 1950's

President of the College -- Appointments -- Bryan, John Stewart

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President of the College --

Influence & Changes During Administration -- Bryan, John Stewart

" " " " " " " " " " Bryan, T.S. -- Kitchen Cabinet

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" " " " " " " " " " Poindexter, John Edwin
Interviewee: Charles F. Marsh
Date of interview: November 8, 1974
Place: 705 Powell Street, Williamsburg
Interviewer: Emily Williams
Session number: 1
Length of tape: 75 mins.

Contents:
- Athletics in 1940s and 1950s
- Chandler’s election
- Assessment of 1951 scandal
- Contacts with athletes
- Selection as dean of faculty
- Chandler - character
  - Attitude toward faculty
  - Faculty under Chandler
- Marsh’s theory on college presidencies
- 1955 protests - Dr. and Mrs. Rame
- Faculty hiring
- Evaluation of Chandler administration

Approximate time:
10 mins.
10 mins
5 mins.
5 mins.
15 mins.
10 mins.
12 mins.
3 mins.
5 mins.
10 mins.

see back of sheet for names and places mentioned in interview
People

Blitzer, Max

Bryan, John Stewart (1926/34, 1934/42, 1942/46)

Chandler, Alvin Duke

Chandler, Julian Alvin Carroll

Duke, Charles J.

Hedges, William T.

Hoke, Kenneth J.

Knight, David

Landrum, Bruce Warren

March, Charles Franklin

Miller, James W.

Greg Reagon, Steve

Rome, Beatrice

Rome, Sidney
November 13, 1974

Dr. Charles F. Marsh

Marsh: I came in 1930.

Emily: In 1930 and how was it that you happened to come to William and Mary in the spring of 1930?

Marsh: Well, I didn't come until the fall but I came for an interview in the spring, simply because Dr. A. G. Taylor was the man that was in charge of the economics and business work from 1927 (really in 1928) on and continued on until his retirement in about 1958. You see, he and I were at the University of Illinois together and in December, 1929, meetings of the American Economic Association in Washington he was up there and I met him again and he asked if I would be interested in the possibility of coming down here. So I said, well, I didn't know so he invited me to come down at least to look things over about the first of April, 1930. I did talk with President Chandler and Dr. Taylor looked over the very shabby condition of Williamsburg and the people of the old Eastern State Hospital screaming out the windows (it was before they used drugs and those sort of things), and my wife was so concerned about that and the general shabby appearance of things here, after all we had been spending two years in the lovely, glamorous Washington that we almost said no. We decided there were so many opportunities we were so impressed by the visions of President Chandler and his drive for the future and his dedication to it. You see, he was an alumnus of the College. Then he had gotten his Ph.D. in government and history at Johns Hopkins University and then somewhere he did some teaching. I don't know
know just where. But then he got over into public education and became superintendent of schools in Richmond. The college called him to be the man to carry it from substantially a beat-up private institution, around 200 to 250 students into a state institution, which was supported. Now the college, as you had had some support beginning as early as the 1890s from the federal government—sort of as an indemnity for the destruction of our buildings by the federal troops in the 1890s. Then about 1906, I think it was, the state formally provided some very minimal support for the college. It still continued under its seven wise men, a very distinguished faculty, and President Chandler graduated somewhere in the 1900s or early 1910s. I have forgotten just when. Then he became president in 1912, he came down from Richmond and brought Dean Hope with him. Dean Hope was the assistant superintendent of schools in Richmond. President Chandler brought Dean Hope with him—this was 1919. I believe, or 18. I've forgotten just when, but it was in the process of development. So he came, and they were fully growing, he had expanded the college tremendously, you see.

It had some new buildings already, such as Washington Hall and Rogers Hall, built in the 20s. So by the time I came in the spring of 1930 I could see things were on the move. I was a very dynamic man. I was offered a position as just a young fellow of 27 years old then. I was offered a position as associate professor. I kid somewhat to say one of my great tragedies is I was never an assistant professor. I was an instructor at American University and was made with an immediate salary of $3000 a year for the academic year, with the idea, of course, that I would get increases of $100, probably every year for some time. Well, we decided to come down, and the college said they were in the process of moving a house from Richmond Road back to Prince George street, that whole area there.
Where the Presbyterian and Baptist churches are, you see, there were houses where those churches stood and the college moved several of them back there. Dr. Taylor was living in one of them, a little cottage there.

We lived in a two-story house and Mr. Copy, who was in our department, and his wife moved into the first-floor apartment and we moved into the second-floor apartment. Right there, that building is there now. It's across the street from a blacksmith shop run by a very fine Negro man and next door to a ramshackle, big, old house which I was to some degree a house of ill-fame, for prostitutes, Negroes because people were in and out of there. I don't know, that's true, because I was costed a year or so ago when I was going through Morton building by a very fine black woman. She called me by name and said she remembered me as a little girl, she lived in that house next door. Her mother owned the house and she's a very fine middle-aged Negro woman that is working as one of the maids there in one of those buildings. That was a start. But anyway, we came down and accepted this contract and came down in the summer to look at the house and ours was not yet ready, it was still on stilts. We moved back and again my wife had some real misgivings about what we were getting into, but we came down here and the first week in September and the house was just barely ready and except we didn't have any cool water, we just had hot water. It was one of those construction problems. The apartment itself was quite roomy and looked as if it was going to be pretty good and a reasonable price. I think about $55 for it, water and heat included. As I talked with Dr. Taylor he looked kind of worried. He said, 'Now Chuck, I don't know if you're going to like this. I've tried to prevent it. But President Chandler said no, this is what we have to do, because he plans to have you commute to the new Norfolk division three days a week to teach the economics and business courses down there. And then you have your
other three days at Williamsburg. Well, being a rather brash young man with a Ph.D. degree, associate professor I said Dr. Taylor said, "You may want to talk to President Chandler about this. I think you should because I've don something what I could." So he set up an appointment. And I went over there. His office, strangely enough, is almost exactly where President Graves' office is now after years of being other places. That's in the old Phi Beta Kappa Hall where his office was, the Doge Room. So I went in there. I had seen him, of course, in the spring when I was there. He was a very crisp, iron-gray, curly-haired man with a ruddy complexion, not much bigger than I was; and I'm a rather small man. Sparks emanating from him, a very dynamic sort of man, he introduced the subject, and he said that I understand from Dr. Taylor that you're not particularly happy about this new arrangement. He said, "Now we were up against an emergency, an institution called Atlantic University. Have you heard of that?"

Emily: Yes.

Marsh: Well, the Atlantic University had been set up at Virginia Beach in some of the old hotels there by some of the real estate operators. They thought what would be nicer than to build a university here and thus increase the value of our property and so forth. Well, so they were starting that fall and attracted some very fine faculty. The dean, for example, had been a colleague of mine at American University, a very attractive, learned man. They had attracted the head of our modern language department here, Professor George Williams, who
known if he was enough, but professor Williams, who was a superb teacher and very fine man. They paid quite a larger salaries than up here because he felt and so he went down there. President Chandler was mad He thought that was William and Mary territory, you know all down there. He just wasn't going to let that happen. So what does he do? Set up a junior college down there, the Norfolk Division of the College of William and Mary. He was able to hire an old elementary school, the A. M. Elementary School, down there and hire a man from New York, a very dynamic type of man, to be the director, full-time, there. A few permanent faculty living down there. But there were several of us that would be commuting from up here. Well, I went in and found out what the situation was, and I said, "President Chandler, that just wasn't in my contract." The contract provided twelve hours of teaching on the William and Mary campus or eight hours there, one evening, no exception, somewhere else. And if there was anything beyond that, it would mean carrying an overload and be paid more for extension classes off the campus because the college there was no extension like Christopher Newport or any of the others. We were it. He had a feeling that we had both an obligation and an opportunity to serve, to be the college for the whole peninsula-Hampton Roads area. So he went ahead and quickly made these decisions and set the thing up. I was scheduled to go down there. I said, it just isn't in my contract. He said, Miss Altman, to look up Dr. Marsh's contract. She was his secretary, who later became registrar—quite a martinet herself, by the way. She had carried over, a lovely person, capable as the dickens. She got my letter out and sure enough I was right. My letter had been specific, and he said, well, all right, we'll honor the contract, but it will be a contract for just one year. So of course, you know what I did. So I said, "Well, I'll go ahead
and help. So I commuted by Greyhound bus. I got a bus before eight o'clock in the morning. I got down there and taught classes. I guess I got there in time for a 7 o'clock class and taught either two or three classes down there. I guess, then three up here on the other day. So that was my teaching load just for that one year. But the interesting thing is that President Chandler liked the fact (I learned later) that I stood up to him. He was a battling sort of man, and the fact that I hadn't just taken it lying down, he sort of liked it. Now the evidence of that was that I believe it was toward the end of that year or maybe the next year that I was paying my rent bill at what was then the business office building that no longer exists. And it was a small building with people, Mr. Nunn, the business manager, E. Harris who again was a dictator like Mr. Chandler in many ways) and several of the girls. This was the staff. They were working in back of a counter there, sort of like a bank set up, and this was right up in this big room. President Chandler was in there and he turned to me and said, "Dr. Marsh, I'd like to talk with you about the possibility of your going to the Norfolk division next year as director." All these people, all ears, you know, this was unorthodox. things in which he did things. He's a direct action man. He and he said, "Come on, let's go out here in the hall and talk about things." He said, "I'm considering two people. Now one is Dr. Howard. He's bigger than you are." (He's a big tall fellow, taught government, and a friend of mine.) But he said he doesn't have the gumption that you do. Well, the only way that President Chandler knew that I had gumption was the fact that I had argued with him about my job. But this is the way he was. And he said, "Now we don't
know what decisions have been made, but you talk with Mrs. Marsh about
this, and see if you would be interested in going down there. So I went
home and talked with her. We weren't very much interested in going
down for that sort of thing. I wanted to be a teacher at that time more than an
administrator for a struggling little outfit and living in Norfolk.

But anyway, I don't know that I ever heard anything more about it, I've forgotten.

But nothing came of it. And indeed, he didn't even send Mr. Howard down
there. He took a man from the English department, professor Gwathney, who
built this lovely house in back of me here. He went down to the
Norfolk Division and was there for two or three years to succeed Mr.
Tillerman, who had been the first. Mr. Gwathney after a few years
there was picked as President of Concord College which is in Spartanburg,
South Carolina, a very good woman's college. And he stayed there until
he died. He died just about the first year I was down there in 1958.

A very nice man, with a good frame of mind. Now to go on. President
Chandler was a tireless worker. He lost his wife in the early '20s, about
the first year or two. He had these sons, three of them, I believe, and he worked with them, but he was just completely dedicated twenty-four
hours a day to the college, absolutely. And of course, the very fact
that he did a lot of thinking, did it on his own -- I don't know if he
ever consulted anybody, really. He would listen to people somewhat. He
would pick their brains, but he made decisions and there wasn't any
question. The Board of Visitors was just a figurehead almost. He came
in with the idea that he was going to run the place and he did. He
always spoke of "my college," "my faculty," "my students." But he decided
that we had to move to co-education. This was a part of the deal that
brought him up here. He decided that we should move into more professional
types of programs, restoring the old law school and economics and business
develop education, extension, and all this sort of thing to be a ser vice
-- and to do it in a hurry. Moreover, he was wise enough, despite the fact that his
whole experience had been in Virginia-- he was a native of Bowling Green, up in Carolina.
He had been a teacher and did his graduate work at Hopkins and so on. But he decided that he was really going to build this college up.
He would have to get people from other parts of the country. This is why he reached out and brought in Dr. Taylor, who was a northerner and fresh out of the University of Illinois graduate school, but had been a part-time teacher there for years. He was a man in his forties. He was seventeen years older than I am. He is the one I spoke to you about now lives in Colorado Springs that you ought to try to see if you can. He will be eighty-nine years old in January, but he is just as alert as can be. Anyway, he brought in Dr. Taylor. The same year he brought in Dr. Southworth, who was trained at Princeton and was then teaching at the University of Colorado. He brought in Mr. Gibbs in the year before that, from the University of Illinois. He brought in Dr. Woodbridge to teach law. Dr. Woodbridge had grown up in the state of Washington and had his undergraduate degree from the University of Washington and his law degree from the University of Illinois. So he was reaching out. He brought in Dr. Ester in chemistry this way. Dr. Guy was a Rhodes scholar from Mount Allison University up in Nova Scotia. He was a native of Newfoundland and had gone to Oxford and had his Ph.D. from the University of Chicago. So he was doing this thing deliberately, in a variety of fields, bringing people in to crack open the old narrow William and Mary of Virginia approach. So there was this excitement going on.
This is one of the things I did catch in the interview, and we had it then. Of course, the depression came along and stymied this type of thing. Enrollment dropped down somewhat. He had built up the enrollment to figure about 1200 or 1300 at the time I got here, maybe more. It seems to me it was 1600. That may be too large. You can find the figures on that. But anyway, it was up above 1600. So he was doing this sort of thing. He was forever having new ideas. Do this, do that. He was interested in athletics and had some very good football teams and basketball teams in that era. So this is the way that he went. Some got quite a lot of building, got money from the legislature for various new buildings. When I came here we were teaching in an old building called citizenship, which at one time had been a college gym. That building in a cold day was really cold because there was no weather stripping around the windows and on a really cold day we had to dismiss classes. Even though they had old steam radiators, you know, a central heating system, yet they couldn't possibly heat such a building. Well, that building then was called Ewell, not the present one, but which was across the campus from where the present Ewell building is. Then this side of the Library, sort of in the area between the Wren Building and something on the side. Well, there were these two buildings, and I guess one or two others, some that had been torn down even before that. Well, these buildings were torn down. I taught in each of them. I taught in citizenship, and the next year that was torn down. The next year we moved over to Ewell, which had originally been a science building, and I remember I had to teach on top of these concrete tables, the lab tables. And I remember I had to teach on top of these concrete tables, the lab tables.
And because he had moved to getting, I don't know if it was a PWA or a WPA grant, I think this WPA Works Progress Administration Grant — and Rogers Hall was built. No, Rogers Hall had been built under funds. But what's now the James Blair administration building was called the Marshall-Wythe building then and was called the Marshall-Wythe until about three years ago. That was built under the WPA program. So that was in the process of building. But we moved then upstairs in Rogers Hall, our whole department, economics and business, there were five of us. We were in one office which had been a kind of small lab or store room for the chemistry department on the third floor of Rogers Hall. We were up there and our classrooms were what had been laboratories, again with the familiar tables, but modern ones, you know. Then they had several very nice, good-sized lecture rooms in there. So we got along fine, and we were in there for several years before the Marshall-Wythe building opened up. Then the economics and business people, as well as history and political science and sociology, moved over and also the basic administration offices of the college moved over into the Marshall-Wythe building. So most of my career, certainly from the late '30s to the time I left, was in the Marshall-Wythe building. Both my office and classrooms there.

Emily: About how many students did you have at the time, do you remember?

Marsh: Students in classes?

Emily: Yes.

Marsh: Oh, that's hard to say, because I was teaching fifteen hours at the time. That was standard then. And sometimes five different courses. Often times I would have two sections of principles of economics. I taught both economics and business. The two departments were closely
related. Both of them were under Dr. Taylor from the '20s on to the '40s. I recall that was called the school of economics and business administration. Of course, now we're getting into the time, and I'd better stop a minute there because when we got into the mid-'30s... President Chandler died in '33 or '34, and he was succeeded, of course, after a few months by President Bryan. But now let me go back again before talking about President Bryan and the things that happened after he took over. That because under President Bryan, he insisted that we eliminate the business administration. So we set up simply a department of economics with an immediate field of accountancy. All the business courses changed their names so what had been an introduction to business administration became economics of enterprise. Marketing became economics of marketing. So you see it was a strange, interesting change, but a change. The question was the push away from President Chandler's desire to really do things of a professional and practical nature to a more cultivated, cultured, liberal arts approach, even though the course content wasn't really being changed, but just even the names... But now let me go back to President Chandler again. Okay, we got here in 1930, I moved in. Things are moving along pretty well. We are very conscious of the fact that he was boss. I can mention several things to indicate this: One was the fact that we had been established a chapter of the AAUP, you know what that is, the American Association of University Professors. Well, this of course has been established in particular to be kind of a protective device against the administration when people would sometimes be fired for expressing opinions contrary to the administration and so on, whether in a state institution or a private institution. It developed, of course, certain tenet regulations and other types of things which the college would be sort of censured by the AAUP if they really got out. But our AAUP chapter didn't do anything
of that kind. They were scared to death of President Chandler, I guess, and they knew he was boss. So we didn't even meet on the campus. We met at the house next to Bruton Parish Church, the George Wythe House. Well, Goodwin, who was the rector and who also taught a class or two in religion at the college and was a good friend of President Chandler's, acted as host in his study, there in what is now one of the upstairs bedrooms of the Wythe House, and the William and Mary chapter of AAUP, by the way, was a selective organization, like a fraternity. You had to be voted on to get in. Not all faculty, I didn't get in for a year or two after I had been here. And I remember I was rather hurt because I wasn't a member and thought it was really something when I was elected. Well, we would go down there. The programs consisted entirely of people from various fields. For example, I was teaching transportation, among other things, in economics of transportation, I gave a talk on the current state of the transportation situation and transportation problems and possible solutions to them. I was the program one evening. The program would be the same. Somebody else from another program the next time. And virtually nothing was ever said about tenure or salaries or academic freedom or things of that kind. The type of thing that later on the AAUP did, and we did here and other places. It was interesting, you see.

Emily: Why was it that it wasn't this way?

Marsh: Well, because we knew that President Chandler was in charge and it began our feet any of us really were to kick up our heels on that sort of thing, we would have probably been fired. I mean this was the general feeling.

Emily: He didn't know that you were meeting?

Marsh: Oh, vaguely I think he did, because he and Goodwin were close enough and I think maybe he even connived with him and said, "Okay, Goodwin probably sold him on the idea. We'll just give them an outlet to discuss
problems and get together. And it will be quiet, and we'll have it there in my office. I don't know what happened, but that's where it was. By the way, I think I told you about the death of President Chandler's death that changed and we met in the Apollo room of Phi Beta Kappa Hall in the close room. I forgot which room. We met there in that room and had our monthly meetings. I was secretary of the chapter along in the early 40s. Now another thing, as the depression came on funds began to be limited, and our salaries were cut. We got a ten percent cut first and then a ten percent cut. President Chandler was looking around for ways and means of dropping out some of the faculty people. I don't think I told you, but to show the way that he operated, right there is what is now the lobby of the Ewell Hall, where you come in from the campus, that was the lobby before we went into the old Phi Beta Kappa auditorium, that was right back there where the music department activities are. That was an old Phi Beta Kappa auditorium, but it faced the other way that is, you came in through the front of the campus, and there were big double doors, and there was this big auditorium, and then there was a link from the front hall into the rest of Phi Beta Kappa building.

But anyway, we were there having a joint O.D.K.-Mortar Board tapping service. This was a big affair, I think bigger than it is now. I mean most people went to it, and the procession was forming out there in the lobby. President Chandler was going in. Dr. Taylor and I were waiting to get in the procession. He saw us and came over and said, 'I've been thinking about all the difficulties we have now financially. We've got to make some changes. We've got to cut down on our expenditures. We've been thinking about economics and business operation.' Now Mr. Corey is already going to be gone next year, which he was for one year. He was the junior member. But he said, 'Now we'll
keep Gibbs in accounting and we'll keep Southworth, who's entirely in economics. Well, so it looks to me right now as if we just won't have a place for either one of you, Dr. Taylor and I who were the in effect the two top men in rank and breadth of interest and so forth. We were just thunderstruck. He said, 'Well, you wait; don't get too upset over it. You come in and talk to me about it in the office.' That's the way he operated, you see. Well, I was of course upset and came home and my wife said we were to have our Johnny in September and this was in May, believe it. Here I'd be going out to try and find a job and what not; it was really something. Dr. Taylor, who had built up the whole thing, he was upset. Well, so I went over the next day and I was in tears, literally. I said, President Chandler, I have a baby boy coming, my wife and I don't know what to do. We have no place to go, no job and besides, the work Gibbs and Southworth can't possibly handle. And he patted me on the shoulder and turned on his charm and said, 'Don't you worry about it. I think we'll find a place for you.' And I guess he did the same thing to Dr. Taylor. This is the way he would do things impulsively. But one other thing that was interesting: He was always on the lookout for some kinds of deals that would help the college. Well, a man by the name of Max Blitzer, ever hear of him?

Emily: Yes.

Marsh: Well, a man by the name of Max Blitzer had graduated from the college—a Jewish boy, and he was a member of a family that had a very successful business down in the Jersey area, New Jersey-New York City area, and lots of money. Well, President Chandler, an opportunity to get hold of some of that family money, to get them in. And Blitzer had a very charming wife, a Jewish girl with very great artistic and intellectual
interests, as many Jewish people do, particularly the aristocratic Jewish type. And they came in no one ever knew all the details, but they came in and built what is now the Kappa Alpha Theta House, which you know is a much nicer-looking house than any of the other old sorority houses. Well, that was the Blitzer's home. They came in with some young children, they were relatively young people, I would think maybe late 30's or early 40's, something like that. He was thinking, wouldn't this be nice to come and live in this academic atmosphere down here? I remember Mrs. Blitzer entertained down at the old Williamsburg Colonial Inn. She went to something there. She was a charming person, and Max was in his way, too, but he was very much a Jewish businessman. It turned out that each one of these men, President Chandler and Max Blitzer, apparently had been led to believe by the other that greater things were in store than actually were. The Blitzers didn't have anywhere near as much money as President Chandler thought they did, and they weren't about that part with it. And President Chandler wasn't about to give great power to Mr. Blitzer and to just give him a good job without some politics. So the argument began. It's pretty much a matter of record that Blitzer really felt that he had discovered President Chandler in an untruth, that is, that he was not living up to his commitments or promises. And when he told President Chandler that, President Chandler, who was by that time near his final illness in 1933 probably, and he took his cane up and threatened, but it certainly drove him out of his office.
And so Blitzer resigned and went back to New Jersey. I think the college had rebuilt the house with the idea that the Blitzers would eventually pay for it. So it was turned over to the college and turned over to Kappa Alpha Theta sorority.

Emily: Did you ever know what he brought Blitzer for?

Marsh: Oh, with the idea that the Blitzer family would give a lot of money to the college and probably open the way to other big wealthy Jewish families up there. But of course, part of it was the depression situation, of course, in which nobody had vast amounts of money to give. But it was one of those things that President Chandler, here's a chance, and he jumped at it impulsively. But again here's a thing that when he found he was caught in an untruth, I mean they were both in untruths, but he was so mad (he had an awful temper) and he literally drove that man out of the office with his cane, threatening him. Well, I think there is no question that this happened. But to go to others, Mrs. Marsh remembered that at some type of gathering along there in the early 30s there was a lovely girl (my wife) had been a member of Kappa Delta sorority and had had some contacts with the girls there. There was a perfectly lovely girl from Philadelphia, I can't quite remember her name, but a lovely auburn hair. Terry and I remember being at some type of reception and President Chandler saw this girl and his face was just in smile. I think, I wouldn't swear to it, but I think he reached out and just touched it, and he said, young lady, you remind me so much of my wife. And this was the type of man he was.
when I went back to him you know he was just as comforting and kindly as could be and at other times with the cane, afraid. But this is why he was able to do as much for the college as he did. He was a man for the hour at the time, there was no question and you needed twenty-four hour a day man and he simply brought the college out of virtual decay (going to sleep) into a live institution.

Emily: Was that a side that we seen at the time?

Marsh: Oh yes, people recognized this, that he was two-sided. He was also having ill health at the time. Now he took most of his meals over - or at least his luncheon and dinner he took most of his meals over in what was called the President's Dining Room, a little dining room in the old dining hall, you know over there at the college, and because he did not try to keep up full household activity. He lived in the President's house but I don't think he ever got over his wife's death, and this was a part of his complete dedication and also a part of his irascibility that he did not have that loving influence of a lovely person. And his boys were grown. His youngest boy was somewhat of a problem in a way a problem in a way, not anything wrong with it, but he brought out writing, sort of joy writing with with the son of Professor Williams, the modern language teacher, particularly a professor of German, wonderful professor who had gone down to the new Atlantic University. Well, Julian Chandler, young Julian Chandler, who was then, I guess, still in high school or maybe just out of high school, I don't know, and the young Williams boy were out riding. The young Chandler was driving and taking some chances as youths have always done and had an automobile accident. The Williams boy was in the first place paralyzed
completely and crippled, and then I don't know how long after he died, The Williams family were inclined to blame the Chandlers and his lack of real attention to this son. He turned out to be a fine man but I don't know where he is now. He had no contact with the college. But then this other one, the brilliant one, went on to the Naval Academy and had a very distinguished career before returning to VCU as President in 1951. There is another one, Herbert Chandler, who was active with the Richmond and various other places and had gone back from time to time. I think there were the three.

Well, one other thing, President Chandler always looked after his relatives. He brought in two or three nephews, they were brothers, Scrap Chandler, who had graduated from the college, and was brought back here as track coach and was here for a long time. Later he finally left here and was track coach and director of athletics, I think, at Old Dominion. Well, then his Charlie Chandler, who was given a job in the auditor's office working with Mr. Harris and Mr. Nunn, and he really became director of purchasing eventually. He was capable, but he had the Chandler irascibility. He was a bit hard to work with at first, but he was honest and he gave him the job. Then, when President Chandler was ill, I think it was before he died, he arranged to have Charlie Duke, who was a nephew, put on the Board of Visitors and then they arranged to have him come in as business officer of the college. The business manager and what not was moved him back to laundry manager or something like that. And Charlie was very able young fellow, He had been a World War vet, and from quite a political center, Churchland, and not too far from Portsmouth. Charlie grew up in a small town in Virginia, a political family center. So he came up here, and I believe President
Chandler's last year when he was sick, he pretty much came in and people knew he was in considerable authority. They knew he was a boss man on financial matters in the early 30s, well perhaps 32-33 somewhere he came in there when his uncle was very ill. I think it's an uncle, may have been a cousin but I think it's an uncle. Anyway, so Charlie came up and was a part of the influence. So here he was the old-style politician looking after his relatives. Now Scrap Chandler was an extremely fine track coach and good man. This was fine. This was fortunate for the college. And Charlie Chandler was just as faithful and loyal as could be and for a long time was single. He finally married one of the nurses as I remember. Charlie worked his way for the college. Then he finally went on through and graduated. He took courses here at the time and then stayed right on until he retired. He is still living but he retired oh, ten years ago, I guess. He's a man about my age. These are just little sidelights. He was a very human man with frailties and irritability and autocratic temper but tremendous vision for the college, tremendous drive and he basically had what it took to help with the college and get it started up into a larger institution.

Emily: He must have had a great deal of political pull in Richmond.

Marsh: Yes he did, yes he did. He just was the type of man that holds you over and yet at the same time he is a man who could be just as winsome as could be. I remember Dr. Taylor saying, "Sometimes I would just like to put my arm around that little old man he was so winsome and nice. And at other times I knew if I did too much he would turn around and kick me out of the place or use a whip on me. This was the thing, he inspired not the fear of God but the fear of President Chandler;
And at the same time great admiration for what he had done almost single-handedly. I mean the average man who would come in and take over the presidency of the college wouldn't have had the drive that he did, and he just barged in. Of course, he had a lot to do. He was working with Dr. Goodwin in getting Mr. Rockefeller down here and recognizing that and trying to restore the Phi Beta Kappa connections with the college, and that's how Phi Beta Kappa Hall was built. He did that sort of thing. He was a go-getter. And the record, of course, must clearly be a strong plus for him in spite of all the human difficulties that almost all of us had. And you never knew, you might be his favorite one day and be very kindly, and the next day, bingo, you were in the doghouse. I got along with him very well, as I said. I bumped him early. But we got along fine. But anyway, he died.

Emily: Just a second. In his last days there was something that really isn't explained in the record called the Downs Report that seemed to criticize his application of funds. Did you know anything about this?

Marsh: No, Mr. Downs, I believe, was a state auditor or something of that kind. I don't remember that, but probably, you know, because he was a man who stayed within the straight jacket. He wasn't a power within himself. I remember vaguely something about charges. There were no criminal, vous save, but there was this type of thing: the State saying that he couldn't be quite as much of a free agent. And of course, the faculty, if they had had any power, would have said the same thing, you see. And the students would have said the same thing.
Nowadays, of course, his style of college president just wouldn't be accepted because student power and faculty power and alumni power are certainly all recognized more.

Emily: And then he was succeeded by a very different type of man.

Marsh: That's right. And of course there was an interim period in there during his illness. He was ill really for, I think, almost a year not that he was really able to function. And of course Charlie Duke and Dean Hoke ran the college in that period. Now a special word should be mentioned about Dean Hoke. Dean Hoke again was much the same type of man as President Chandler, although milder. He was a man that had grown up in Maryland and interestingly enough he was not a Catholic, but he went to Mount St. Mary's College up there and he never got over his very affection and appreciation of those Catholic sisters that he knew up there in that community. And then he went into public school work and he was one of the early Columbia Teachers College men (although his degree was a Ph.D. from Columbia Teachers College, not an E.D.D. and he got his degree from there). He was a man of great vision in developing Matthew Hume School, a very fine school for white children and the Bruton Heights, a very fine school for Negroes. He was able to be more than anybody else was responsible for getting that school established. Mrs. Rockefeller (the first Abby Anderson Rockefeller) contributed extensively to it and the general education board, which is a philanthropic agency associated with the Rockefeller family, both put money into this Bruton Heights School to make it sort of a model school and Dean Hoke was in the field of teacher education, was a very
very much and did a lot for the entire state in raising standards for
teachers. And in that early period he was there running the show in a
rather tight way, too. He was academic dean, you see, the dean of the
college. And boy, did he keep to the line: senior didn't fail by one
quality point or something of this kind, he didn't graduate. He made
that up. He was chairman of what was called the Degree Committee and
he was supposed to be faculty people on it. But Dean Hoke pretty much
ran that, and he would get down and he just wore himself out with all
the details of evaluating transfer records and whether a student should
graduate and so forth. So he again was like President Chandler.
He had worked with him, you see, and had come out of a public school
background. He was a man, in spite of the fact that he was in
professional education with his background, yet he was a man with broad
intellectual interests and very high academic standards. And of course,
along with him was this lovely lady, Grace Warren Landrum who was the
Dean of Women. She was about your size and she was a Southern gal and
had gone to the Richmond Female Seminary, an antecedent of West
Hampton College (you know, the women's branch of the university), and had gone, of
all things, to Radcliffe in Cambridge (you know, the woman's branch of
Harvard), then got a Ph.D. She was a terrific teacher of Shakespeare, of
English literature generally. She again was high standards. But she
paid no attention whatsoever to the social regulations. She said that
not her job. So they had kind of a heavy set, Miss Taylor, that she
was sort of a social dean, you might say. Miss Margarete Wynne-Roberts
whom you may have met, she's still living here, she would be a good
person to interview sometime.) Her parents were English. Margi-
itte, originally came here as a physical education teacher and was always
interested in that with a twinkle in her eye. She was assistant secre-
tary to this lady. Then when she retired, she had been President
Chandler's appointment and she wielded a big stick, you know, I mean in
enforcement of the regulations on the girls to the letter in the dormitories
and on the boys, too. She'd kick them out, and it was quite interesting.
But this was a part of President Chandler's tight ship, you know. Now
the Dean of Men in that period was Billy Hodges, he was an alumnus of
the college. He later went to the Norfolk Division and got
into trouble down there, because when the college temporarily lost its
accreditation in some areas, it was almost entirely because of the
Norfolk Division. Billy Hodges would be always soft on the boys, and
he's the one that I think I told you came to see me about the second
year that I was teaching and said, 'Now how about this boy? He's one of
the best football players we have. Can't he get a little higher grade
than that? Can't he pass this course?' I just told him off and
he couldn't and didn't ever graduate from the college. But he did
this sort of thing. Now he was capable and in many ways.
He was Dean of Men. He was a man the boys knew how to work
and they'd get on. But in the woman's branch there wasn't any of that;
it was very stiff. But Dean Landrum was really an academic dean. She
worked with the women, advised them, and taught and was here until she finally
was here until she died in the mid 40s. I think she had a bad bus
accident and got shot and so on. But as you know, Landrum Hall was
named after her. Hoke was very much interested in all sorts of
innovative things, and one program that I worked with him and
there were two things. One was he asked me to go along to a very
interesting workshop held at Bennington College in 1938 or 1939, I've
forgotten which. Bennington College, Vermont, you know Bennington
College, kind of far out, almost radical type of woman's college that
didn't have formal classes, and this sort of thing. But anyway, we
went up there and had two weeks on their campus in August, a meeting of
the national Commission of Teacher Education in which they were really
studying the whole business, not only the getting together of professional
educators but they deliberately had peo-
people like myself who were from other fields. They had school super-
intendents and so on and so on. There was a group there in which we
broke into discussion groups and had lectures and so on. Dean
Hoke was very much interested in that and he was genuinely interested in
improving the teacher education and this made a lasting
impression on this whole state. Another thing was this: that the state
Department of Education had moved to requiring a masters' degree for
people who were to be appointed as district superintendents of education
in the counties, really the counties, districts, and cities and so on.
And we had a lot of people around who didn't have those masters' degrees.
Now they could stay in their job (the job wasn't retroactive) but Dean
Hoke persuaded many of them, and he said, you don't know, you may lose your job and you wouldn't be able to be appointed to another one. And so he encouraged a lot of these men, some of them in their early 60s, to come here and be developed a program, a masters degree program for these people, basically in education. But he had Dean Umbeck, Dr. Pate and myself, Dean Umbeck in sociology, Dr. Pate in public administration, and myself in economics, especially public finance and taxation, and also gave of course in business administration, to these people and supervise the theses of several of them who wrote in this field. So over a period of about three years, this was in the very early 40s, maybe '39, he had all these people coming in. They'd spend a whole day here sometimes it was all day Wednesday, sometimes all day Saturday in which they'd have a class in the morning and a class in the afternoon, a three-hour class, you see. And this was a delightful experience for me, and it was tremendous experience. I mean it did so much to raise the academic standards of the school administrators throughout the state. Now Dean Hoke did this almost single-handed. You see what I mean? He died in 1942; he had a heart attack. Now he had been academic dean in there. Now the time has come when I think I should end President Chandler and move on to President Bryan because as President Bryan came in, now he you remember was a millionaire and newspaper publisher. He had a bachelor's degree from the University of Virginia and I believe a law degree from Harvard. A man of great wealth whose father had built up the business before him, just top social standing in the state, a real aristocrat in every sense of the term very high standards, a beautiful old home filled with books and so forth. And he
had been vice-rector of the board but he was 54 years old, I think, and in order to head off the election which came within one vote of succeeding, the board, I understand, the man who was then state superintendent of education and who was an alumnus of the college, by the way, I forgot his name now, but this man was entirely in the field of professional education, many of the people, many of the old alumni and people in the state felt that if this man was elected president of William and Mary, William and Mary would really go on and become almost a capstone in the state of teacher education at the expense of general education. So this strong movement developed in the board to hit him off and effect President Bryan was drafted to become president of the college, even though he had no academic background except for making his own graduate work, and so on, but he had never been a teacher and so on. But he was drafted really as a desperate means of preventing this other thing from happening. So he came in with the idea that first of all he sort of commuted from Richmond but then he turned it around, and he moved into the President's House here. His emphasis, of course, was on really moving to a liberal arts emphasis and away from professional emphasis, including business. This is where we are now but we must eliminate all that. And brought in men like Mr. Fowler from Harvard and Jim Miller from Harvard and Charles Harrison in the English department and young men with Harvard Ph.D.'s and so on. The whole push was away from Virginia people, was away from the middle western people.
antipathy to older people isn't it for an older man? But I can see it. He just loved these young fellows in the early thirties who were fresh from Harvard, and these were the people who were going to build up the college. Then he wanted to do other things, you know. He wanted to have more social life here, and oh, I should say this (an interesting thing): his wife didn't come with him. She was a nervous mental case. Now really nobody quite diagnosed it, but she chose to live in a small house on the grounds of that big estate, Laburnum, in Richmond. She stayed there. She didn't want anything to do with him. Because of his paternalism and bossiness, apparently this is, of course, interestingly enough, as soon as he died in the early '40s, as soon as he died, she came out of her retirement in the little house, began to entertain in Richmond, went on a trip to Europe with some lady friends, and then she died after a year or two, too. But it was an interesting thing in which he was a benevolent autocrat. Now President Chandler was an autocrat, but not benevolent, and his autocracy had to do with building up the college. But so President Bryan came in with many of these ideas, and he was going to civilized the college. So he did this, he was very much interested in establishing ties with England and developed the Exeter scholarship which has continued. An utterly delightful person. He wanted company. So any one of us and faculty wives, too, would sort of be on the alert because Miss Cora, his secretary, lovely person, as tall as he was, he was a six-foot man, great big, and talkative, maybe half an hour before lunch, would call up some faculty home and say, President Bryan wonders if you could come over and have lunch with him. You see, he was
living in the President's House. Oh yes, Charlie Duke was formally made bursar under President Bryan, and they got along together. Charlie had married Virginia, who is now Mrs. Helps. He had married her, a very charming, lovely young person. And the idea that they lived in the upper floors of the President's House for a while, but finally they moved out to another college house, they just couldn't take it because he was running them ragged. And I think after that because he was to be his hostess, you see, and it was a terrible strain, of course, to try to keep up with him, particularly because he would be so capricious and so sudden. Well, let's do this.

But all of us went through this. We would have delightful meals over there, good chef, good cooks and so on. And we'd come over and have lunch as many was the time when Toie would pick up what she was doing and I would go over and have lunch with him at his beck and call.

It was a strange sort of thing, but he was the old Richmond leader, and he wanted this sort of thing. The interesting thing is that while he did a lot of things, and you've heard heard of the famous Christmas party. I don't need to go into that except that there were big affairs, and the sorority and fraternities had to put on skits, you know. They would be working all fall on that, even though it occurred with their academic activities and various faculty. We were supposed to go out and rent these colonial costumes, and it was tough during the depression to go out and pay four or five dollars, more for these costumes. They were great parties, but they finally dropped in their own way because I think he was conscious of the fact that it was becoming really an imposition. It was fun the first couple of years.
Among other things, he restored the old habit of the Christmas celebration in the Wren Building, the Great Hall, and faculty children would come in and our children did it once and some of the others. It was a lot of fun. He did a lot of things of this kind and did emphasize beauty and good taste, and things of this kind and made a real contribution because President Chandler had no time for anything of that kind. So he was softening things, but the interesting thing is that I was in the middle of this business administration. By the late 1930s or 1940s, he decided himself that when people would come here and say, Well, I'd kind of like to have my son come here, but he wants to take business administration, and you don't have any... he said the admissions office would ask me to come downstairs and explain that we really did have it but it wasn't named that. Well, President Bryan saw that if we were to attract men, we were having difficulty attracting as many men as women students in the depression period... and he said, if we were really going to attract men, we would have to have a better business program. So he asked me to go ahead and develop such a program and became in effect, he gave me the title of director of the new department of business administration, where we would utilize all the resources that the various departments of the college, psychology, philosophy, and mathematics and what not. We did this and developed some very interesting documents and developed the programs for guidance going into international trade, or going into personnel work, finance and accounting, general management, things of this kind. So I spent a lot of time on that work for over a year, along with my other work in developing...
Finally developed a program which he and various faculty members approved and then it was taken to the whole faculty. They bought it as it came with Mr. Bryan's strong vigorous support and indeed he had initiated it. So we moved that and set up our department of business administration which continued to exist as you know right on down till 1968 when it was converted into the school of business administration. I was involved in that and we had that going just before he retired. It was rather interesting: he reversed himself completely on that when he saw that the college was suffering from this refusal to use the word 'business.' He went to the opposite extreme and said, 'Let's have a good business program utilizing our liberal arts resources which we did. And we were closely tied in with that.'

Emily: You mentioned to me an alternative plan drawn up before that by Mr. G.,

Marsh: No, this was President Chandler. This was later, you see. No, President Bryan never did that. He wouldn't have approved that at all. This was right here at the college. Of course, during President Bryan's regime we had this difficult problem of being dropped from the list of AAUW and at least questioned by the Southern Association as to our accreditation, but it was entirely Mr. Hodges at the Norfolk Division, in which there was real falsification of student records and recommendations for students to go to the Naval Academy and this that and the other things. Mr. Hodges tended to be again ambitious for the college, ambitious for students, but being careless in the means that he used.

Emily: What was President Bryan's reaction when he found out about it?

Marsh: Oh, he didn't like it at all. Of course, Hodges was removed from
from the office down there, I think. He was in poor health, anyway, somewhere in there. I don't know the sequence of events, but he resigned and other men, very good men, moved in and eventually of course, Old Dominion University has grown out of this, which is a fine institution. Now one other thing that happened personally in that year was relations with President Bryan. Along in about 1935, I think it was 1936, 1937, or 1938, I can't remember exactly, but anyway, along in there the University of Richmond invited me to come up and talk with them (the dean of the college up there was an old friend of mine) about my becoming head of what they called the Evening School of Business Administration, the school of business administration on the campus there. The man that was head of it was resigning to really become head of the new Social Security Administration in Washington, John Corson whom I knew also. They asked me, I was their choice really. Well, I had talked a little bit about it and then Mr. Hitchcock got in touch with the president of the University, Mr. Boatright, a great old giant of an educator and President Boatright got in touch with President Bryan and said they'd like to have me come up there and leave William and Mary. So President Bryan and Charlie Duke sat down and talked with me here about my leaving and what they could do to keep me here. Well, the big thing, of course, I had just been in this house one year and we were so happy here and we liked William and Mary very much. So they did increase my salary somewhat. I was to get four thousand up there and I was still down, I don't think I had gotten back to my original
three thousand. You see we had had all these cuts and they brought me down to $3600 or $3700 or something like that. And so we decided to stay, which I'm very glad we did. But it was interesting that he contacted me directly to the two presidents, talked me about going up there. So I did not go. President Chandler, like President Bryan had this, he was a delightful man when he wanted to be. I mean he just put his arm around you and started that and another thing. But he would also, and I was always in his better graces. I mean I got along fine with him and he was very nice to me. But a man like Dr. Wagner, he was just as rough as he could possibly be on older men. And various others of the older faculty. And Dean Hoke, you see, he removed Dean Hoke from the deanship in '38 I believe and put Jim Miller in as dean (might have been '39, I've forgotten). But anyway, so Dean the Hoke then continued as director of summer session and head of the department of education. And he died in 1942, I think of a heart attack. We had other men who also felt Mr. Bryan's rough treatment. So that's pretty much the story. Now is there anything else that I can do?

Emily: We only have a few minutes of tape left so we'll have to save Dr. Pomfret for another time. But what would you say was Dr. Bryan's greatest contribution to William and Mary?

Marsh: Providing a genuinely better cultural atmosphere. He made William and Mary respectable and gave it some of the old Richmond flavor.
The capitalization on the Old Virginia history of William and Mary, whereas did other President Chandler who had begun to dissipate, you see, into this new institution serving the general public in all ways with professional courses and so on. So President Bryan came along right with that. Now this is the main thing that he did. He culturized us and made us feel more — I don’t like the word 'gentleman,' but this was true. We felt a little more respectable and began to attract a higher type of student from a cultural standpoint.

Emily: He raised the prestige, in other words?

Marsh: He raised the prestige of the school in a social and cultural sense. And providing some academic strengthening with these fine young men from Harvard who were very good. I mean it was important that we have this. And we’ve been up there since. Then as you know, Mr. Pomfret came in, and his great contribution was a very simple one — and that was that he really developed a genuinely scholarly approach. He was a true scholar. He was weak in other ways. He was not a good administrator and not the man to really face up with a lot of things. The athletic situation in particular, which got completely out of hand under alumni pressure. Yet he was a genuine scholar and helped so much. He helped me get the grant from the Rockefeller foundation, for example, for the Hampton-Roads study committee, which was a $30,000 grant over a period of three years at ten thousand a year — something like that, which meant I worked half-time contributed my time so that I was half-time director of that and teach the rest of the time. This was 1945 when we got that money. But Pomfret was well thought of in national foundations and things of this kind. So these were the contributions, you can see very clearly, that each of these men
made. Now Pomfret, of course, found that this inability to face up to the athletic weaknesses really led to his downfall. If he hadn't have left, he would have had to resign, probably. But he voluntarily left, and fortunately the job at Huntington Library opened up just then, he landed really on his feet, which was an ideal set-up. He had made a superb record out there. And he made a superb record here in strengthening the institute of early American history and culture, of developing faculty research, providing funds for this and so on. And he was a very nice guy to work with. He was not at all the arbitrary man. He was basically a faculty-type person and a real scholar, contributed a lot. He had experience at Princeton and at South Carolina and various other places before coming here.

Emily: What was his attitude toward the business? Was it any different from...?

Marsh: He thought it was important the way we were doing it; a strong business administration department, but geared closely to the liberal arts. You see, that degree during that period was an AB degree in business administration, and we were very closely integrated with the economics department. Now, of course, at the present time this isn't the case. The business school of business, fully credited, gives a BBA degree (bachelor of business administration) and yet the first two years we still have these students are taking regular liberal arts programs. So this is my story, I guess.
November 8, 1974

Marsh: And I love the bass part on the hymns. So that's the way it is. Now as I understand it, you're particularly interested in the period of my deanship.

Emily: Right, right. And to go back just a little bit to set the stage, I thought perhaps we could start with the troubles leading up to Pomfret's resignation and Chandler's becoming president, that would be a good starting place.

Marsh: I was on leave of absence; I lived in town and commuted to Richmond in 1949 and '50 because I was the coordinator-consultant of the governor's advisory council on the Virginia economy and worked with three hundred people throughout the state who were on various committees of this council. I was the coordinator and did a lot of the writing or editing of about 250 different reports particularly aimed at why Virginia's per capita income was so much below the national average.

Several of the government business men and government leaders (the governors themselves) were very much in back of this and our reports were made to a group of about 45 prominent business and governmental leaders, and they in turn, then were made to the legislature.

Emily: You were quoted in the faculty minutes in 1950, speaking of a growing cleavage between academic objectives and the scheduling of athletic events. What was the situation at this time that caused you to make that kind of statement?
Marsh: 

That '49-'50 period you know, led up to that big explosion in '51. You've seen of the faculty manifesto, I'm sure. Well, that happened, nobody knows exactly what happened, but some members of the coaching staff and some members of the alumni and unfortunately some members of the board were parts of that. They were just so held down to make William and Mary a big-time athletic power, we played Oklahoma, for example, and Michigan State and such teams. And, of course, every team, even moderate-sized colleges such as we were, had a chance in those post-war years to do that because you had this backlog of mature, strong men some of them had played on service teams, coming out of the Army and coming to the college as G.I. students. So we had an abundance of any team could become a Rose Bowl team almost because there was this temporary bulge in the supply of strong, experienced men and they were a little older than the typical boy just getting out of high school. And so as a result during that period from '47 through '51 when the explosion came, ambitions were unleashed, not only here but elsewhere, Wofford had a problem with a coach. Wofford played with the big teams, too. Strange situation. But we were caught with that, and it meant that rescheduling with, I'm not quite certain whether we met scheduling of classes, I think I had to do with laboratories and classes and this sort of thing, to some degree scheduling games all over the country, which again would take the boys away from not only Saturday classes but Friday classes, and they might be late getting back to classes on Monday and all this sort of thing. It was a part of the over-emphasis that developed, and so this was a serious problem. This was before I became dean, you see, that I spoke that. So in 1950 we were just in the hayday of this type of thing, and it was approaching the crisis.
Emily: There was a general faculty concern about this, this wasn't limited—

I mean this was an obvious problem.

Marsh: Yes, it was. It was growing and so much so that actually Dean Nelson
Marshall, who was dean at that time, and he made it a part of his business
to really dig in and get into a lot of the facts. There were, for example,
changes of high school grades, high school transcripts to make boys
eligible. There were boys that received credit for working in their own
hometowns in the summer on physical education programs. Now under proper
guidance this could be done, you know, playground directors and things
of this kind, but there was all sorts of this. The thing was documented
in this faculty report and made available. And finally this, of course, I
don't say resulted in Pomfret's resignation, but it resulted in the
resignation of course of practically the whole top coaching staff. It
was a very tragic thing because some moderately innocent people were just
called up in it, and some real heartaches involved in the situation, but
it had to be done. And it was good for us because we can always look
back on that. And so even though we had strong football teams, I
think that the idea that we had any problems of that kind now just isn't
true. I mean our football players are regular students here. They
take regular courses and very frankly do better on the average than the
male student body, as a whole.

Emily: At this meeting when you made this comment a committee was appointed
to study it. I wondered if this was the beginning of Dean Marshall's
investigating it?

Marsh: It was a part of that, yes. It certainly was concurrent with it.
He was the one who broke the whole thing open.

Emily: Right, because people beforehand—

When was it that you first found out about concrete malpractices, the
ones you've just spoken of?
Marsh: Well, it was coming gradually. Indeed, it began, you might say, with the bringing of Mr. Voyles here in 1939 and in the years '40, '41, '42, and the fall of 1942, there was tremendous strength. We had just a tremendous team. Several all-American players and so on. And this was the beginning. These boys were paid more in the way of scholarship help and more in the college faculty. Even President Bryan was in back of it and thought it was great stuff. And so you brought in these great people. Mr. Voyles moved on during the war years. There were some private personal matters affecting him that never were made public, fortunately. And so he got a chance to go to Auburn and then to Canada. But Rube McCray, his assistant, and Rube stayed on. He was here even during the war period and kept up somewhat of a program.

Obviously during a war itself we just carried on what you might call the freshman teams. You see, because that's all we had. But then, of course, as beginning in the fall of 1946, I would think, the fall of '45, there weren't enough of them back to do too much work, but the fall of '46 we were really in the big-time and moving on '46, '47, '48, '49, '50. And they became increasingly arrogant. But it was all started back there in those early years. Now when President Pomfret came here in 1942 or '43, I've forgotten which. I guess he (I know it was common knowledge) he tried in a way to figure out what was going on, and he soon learned he was up against something right in his board. There was access. The board had a committee on athletics that were in direct touch with the coaches here and this type of thing. And Mr. Pomfret, instead of fighting it as I think later he wished he had, more or less turned his back on it and said, 'Okay, let them run the athletics and I'll run the college.'
So this is pretty much what happened during that whole period when he was here. And of course, as anybody could have really told him, that type of thing never works. He was a very fine man, a very good scholar, highly qualified academic and so on. And he went on, you know, to the Huntington Library out there and is known as a very fine historical scholar and writer. I found him a very fine man to work with in academic activities, and so on. But he, in effect, turned his back on that and said, 'Okay, if that's the way the Board wants it, they're my bosses.' And so he didn't have anything to do with it.

Emily: To make a long story short, in the summer of 1951 McCray and also the basketball coach resigned, and then Pomfret resigned in September. He said he felt he did not have the confidence of the Board of Visitors.

Marsh: That's right. But he also had an ideal job for him. That job is the type of job he had probably been looking for his whole career, and to move into that and live with it for the rest of his life was wonderful. He landed on his feet.

Emily: Yes. Then the faculty issued the Faculty Manifesto, which apparently did not set well with the Board of Visitors.

Marsh: It didn't.

Emily: What was the Board of Visitors' stance? Did you get the feeling perhaps that they were trying to put the faculty in their place, not only from the Manifesto but from their later action?

Marsh: This is right—there was poor communication. A part of it was due as is so often the case, a little overzealous, overmilitant leadership on the part of the faculty and overresentment on the part of the board members. But there were some board members that just shouldn't have been there. But the old William and Mary—and frankly it still goes on in other colleges, not our college to any degree. I don't have any worries about the current athletic situation
here now. I think we simply aren't going to turn our backs on a legitimate program for this college. There are just too many alumni and friends and even students involved. There's always a militant group of students and faculty who say, 'Look, any weekend we can cut the throat of the football fund.' You didn't have that problem at your college?

Emily: No. Not at all.

Marsh: But at Chapel Hill and North Carolina State, and yet there they're first-rate legitimate institutions, and Duke and has done the same thing. Wake Forest can't quite get up there.

Emily: I went to Wake Forest one year and I know.

Marsh: They try, you see, to compete with the others, and they just don't have the resources to do it. Now for example, they lost all their games this year and last year, too.

Emily: Yes. It's hard.

Marsh: They ought to step down to the Southern Association and we ought not to try to go all the way up to the other institutions. And yet it's a difficult problem. There's no easy way out.

Emily: Right. The alumni will never stand for it.

Marsh: They certainly won't, and the Board won't, either. The Board—there are many alumni on the Board, and yet they're good men. They're not—we had some men back there who really were just blind over it. They were so dazzled by big-time football that they thought it would keep on forever. And, of course, the only reason we were able to do as well as we did during that period was this great surplus of potential football players who were comparable to the people in the pros. They had the strength and have been playing football for years, and even though they didn't play football in the service they were doing physical work, and so they were in general fine physical condition and ready to go.
Emily: When and how was it that you first found out that Chandler had been elected President by the Board of Visitors?

Marsh: Oh, at the faculty reception that acting President Jim Miller was holding over in what is now the Ewell Hall, the old Phi Beta Kappa Hall. We were over there, the whole faculty and their wives were there, and Mr. Miller got a telephone call. Well, I think he got the telephone call from Mr. Chandler that he was coming down the next day, but he had been elected that day.

Emily: This was do you remember was this on...

Marsh: Yes, it was in October, I think it was around October 9th or 10th, and I think it was October 11th, as I remember, or 12th, that he came down here and was sworn in.

Emily: You said the other day that you were at the swearing in at the faculty meeting that morning Dr. Miller announced that any faculty members who cared to attend were invited. By having him sworn in in the office, it didn't seem they were looking for a very large crowd.

Marsh: No. It was a very brief occasion. It was no big deal. The idea was that this was an emergency. You see, President Chandler had been told by the Board that the faculty were virtually in an anarchical situation and they were meeting all the time instead of being in classes. And so he, in effect, was led to believe by them that he was to ride in on the white horse with the firm hand and be the great knight that would bring order out of chaos. So he did a very poor job on him, and yet he kind of liked that idea, and he came and he found that it took him a long time to realize that basically this was a very fine, respectable faculty. Our meetings were just as orderly as could be, and we didn't slight our classes to have these meetings very rarely there might have been one or two meetings, a really emergency of course. But I was one of a group, you see we went ahead, and our first job the Board indicated that...
that one of our jobs, we tried to communicate with them. And we did to a degree, but they weren't happy about it. They knew they had to have some contact with us. And so they encouraged us to go ahead of our number and recommend to the board one member as an acting president for an indefinite period. That sort of left the impression that it might probably be as much as a year. And so we went to work on it and there were three nominations from the floor. There were I guess, at least four named among us that were nominated and I think that group then made a slight change of steering committee to go ahead and really discuss the whole matter further. I think that group finally decided that Jim Miller was the man. I was on that group. I was one of the names, one of the people suggested nominated from the floor. I don't remember the number now, ten or eight — something like that, but it was in that neighborhood. And we then had several meetings. Are we on tape now? Well, I was going to mention one other thing, but I don't think I will, I mean a personal thing that not of effect. Well, I will and then and then take it out of the transcript.

Emily: Okay.

Marsh: It was this that for example, Mr. Farmer was one of the people nominated interestingly enough someone was best friends. No, I don't think he could be, should be president because of his wife. Ted was a very lovely person but a tremendous gossiper, tremendous talker. And she just had no limitations on her tongue at all, and just felt as a president's wife, exacting president's wife just wouldn't work, rather a tragic thing, you see. Now we can take that out.

Emily: Yes, that will be taken out. That can be done.

Marsh: But this was an interesting thing to show the care with which our
went into looking at all these things. Well, we decided, you see, Jim had been academic dean from 1939 to 1946. I believe, something like that. And so we felt he did have this background of administrative experience right here at the college and would be, of course, our best man. We were united in saying that he should be acting president. And he had been in you see, just about one month when he went out of office. And of course, Nelson Marshall had been dean for just two years. Charlie Umbeck had been a very strong dean here, succeeded Jim Miller in 1946 and was there until 1949, and he then became President of Knox College and remained President of Knox College and was noted as one of the best in the country for 24 years. Then he died of a heart attack here about a year ago. But I knew him very well and kept up with him through the years.

Emily: You spoke of a sense of a crisis, sense of emergency, and you were on a fact-finding committee that Dr. Moss was chairman of later on that year that criticized the Board of Visitors for creating the impression I believe was the wording in the report that there was a crisis at William and Mary.

Marsh: That's right. When there was no crisis, the college was moving right along, operating, we started that new year smoothly in spite of the football team business and so on and turned it over and had a new coach who came in, Jackie Freeman, I think, was made coach, as I remember, an alumnus of the college, and we moved ahead and played a schedule and turned around and did pretty well.

Emily: You were also on a committee that was appointed in that fall called the Faculty Committee on Control of athletics that was supposed to explore
the statement in the manifest that the faculty should control athletics. Would you comment on that committee report?

marsh: no, i don't have too clear a picture, but we moved ahead to see that we eliminated the absolute lack of any faculty control and any real control before. there was nominal faculty representation on the committee, but we did set up this committee, and we worked with that and frankly made a transition to a good situation that always did pretty well athletically and they worked out quite well academically as well. we made the transition. but i'm very proud of the general role of the faculty during that whole business. they brought it to a head and made the statement which went, of course, which was widely publicized throughout the country, and it was good for all colleges because many of them were in the same situation. i found that princeton had almost an identical situation down there with the coach and with alumni and with boys who came in there who had no business being in college at all. and this was true in college after college because there were plenty of them, and they're all lit by the rose bowl bug. so we moved in and we stayed with it, and to a considerable degree we had faculty control of athletics since then to a degree. but now there's faculty and faculty. many faculty types who are strong athletic boosters, i am, of the right type... alumni contacts with the boys who have been here, and as i have said i have had a very fine experience with most athletes. now back in the first couple of years i was here, actually one of the administrative officers who is no longer here, who is dead as a matter of fact, was actually came to me and talked to me about several boy in my classes... who was
getting an F in my class. And he said, "Now he's an awfully good football player and everything, can you do something for him?" Or something like that? But that never got anywhere. That man left shortly thereafter and that was the only time I ever had anything of this kind happen at all. That was way back in 1931 or '32. But in later years we've.... we have had this. I remember that Marvin Bass, who later became coach and director of Athletics at the University of South Carolina, he's, I think, in the pro field now as an assistant coach, associate coach and so forth, a nice person, alumnus of the college, and his wife was, too. But they had while he was here right in those years and all years before, they did quite a job of picking courses for the boys. And they canvassed pretty much who were stiff gradders and this sort of thing. Well, that is all ended now. They got some advice and so on, but they come in and they have to work at things just the same as anybody else. Relatively few of the football players now are physical education majors. Their majors are in other fields. I've had many of them in business administration. They were some of my very best students. I may have mentioned to you the other day, I don't know, but David Knight, did I mention them? Well, David Knight, of course, is presently our most famous athletic alumni because he is a regular wide receiver— Do you know what a wide receiver is?

Emily: Yes.

Marsh: A regular wide receiver for the New York Jets catching Joe Namath's passes and David graduated here two or three years ago, I've forgotten which. He's one of the absolutely finest, most cultured young men I ever had in my classes. So much so that as I mentioned to this class the other day that I was teaching while Professor Jones was