campus. I've never had occasion to see him actually go out and boss people, but he wanted to know what they were doing, and he'd go out and talk to the least conspicuous colored and they all knew him and I think he was pretty close to knowing everyone of those by name. Of course, at that time, there wasn't as many employees as there is now.

He probably had three at the most for the whole grounds. Now, probably, they have a crew of twenty or more. That problem of knowing people was just a natural thing. No, I would probably say he was one of the greatest. I think William and Mary's potential men, certainly, of William and Mary. For knowing what the future was going to be.

Williams: Now this capacity for hard work was also a trait of Admiral Chandler's.

Nunn: Oh, yes. The Admiral was a hard worker. He was never late coming into the office; he didn't walk in half an hour after office hours opened like a lot of them. He probably was there, I would say, most of the time before the office was supposed to be open. If he was away, it was because he was away on business. Very much alike. There wasn't a lazy bone in his body. He just thrived on hard work.

Williams: Did the duties of your office in any way change because of this expansion of the college, other than the volume, of course, increased?

Nunn: The volume was the only thing. The first bookkeeping machine was put in an educational institution in Virginia.
and Mary, the old Moon-Hopkins version. They used William and Mary as the guinea pig for a machine-operated office ledger. We worked at Moon-Hopkins over ten years, and at the same time we put in some new machines, but Miss Jones liked that Moon-Hopkins so well, she didn't want to give it up. She was working it one day and something went bad.

We called the repairman and he came down and he said, "Well, this thing is just like one. It's all going to pieces at once." Then we expanded. The stated systems were continuing to improve. The accounting record people came down and enlarged our system of put in better controls, they eventually put in the mechano machines which were the latest things in bookkeeping machines at that time. We did away with pen and ink completely and we had clerks to perform that. This soon changed. We had to change our staff and add to the staff and separate certain volume of work necessitated the addition of duties. In other words, we had a cashier for the first time employee and departmentizing their duties. And she'd run a machine and probably take some dictation, write some letters—everybody doing a little of everything.

But eventually it came to the point where the clerks—

appropriation accounts, all of the receivables—

that's all they did—stand in the cashier's cage. Then we had one person in charge of all the student accounts, another and clerks. When I retired there were five individuals there. One person in charge of all the receivables, another person receivables, and another person took care of the general ledger—

that's generally for the funds—and another person took care of the appropriation ledger, which was a control of the appropriations and expenditures and the income. So it was departmentalized. Before I left, we had about fifteen people.
Payroll was separate. Purchasing was separate. Originally, you know, someone did all of it. Just things you have to do when you expand and now they've got — last time I was talking to them, they had twenty-five people where we had fifteen.

Williams: And when you started work, how many were there in the office (back in the '30s)? You and Mr. Harris?

Nunn: No, Mr. Harris was business manager. But in our department —
the treasurer's office — there was me and Annie Neale Jones and myself, just the two of us. She was there before I came. She was secretary to Bill Thompson and I took his place. There was just the two of us. Later on, they let us add one person, that was Louise Harris at that time she came in. She worked until after the war; she married a soldier during the war. She lives now in Worcester, Mass., and she was here last fall — came to this big reunion. (Discussion about Louise Harris.) And Evelyn Kidd, who is now head of all student accounts — she was the first one I employed to be a full-time person to take charge of student accounts, but all the others were Mr. Floyd E. Whitaker who took my place. Mr. Floyd E. Whitaker was employed as my assistant, but I was there when we employed him — but all the others are new. A lot of them I don't even know.

Williams: When the admiral became the chancellor of the colleges, and this system of William and Mary expanded to include financial director, comptroller of that.

Nunn: Yes, I could have if I'd been there, but I don't think I would have. It was probably the peculiar person. When I got to be treasurer, I liked that de
and did not apartmen so well, that I never aspired to go any higher.

When the business manager became vacant two times, there were who was a lot of thought I should have gone up, but I went to the Admiral when the first one and I told him not to consider me at all; I preferred to stay where I was because it was growing and the difference in the salary wasn't enough. I liked what I was doing and I'd probably overall.

And I'm not, believe it or not, a good administrator.

I liked my own department, and I think I had a good record in that and I never got a bad report from the auditor's the whole time. It kept growing and my responsibilities kept increasing, but people probably don't understand it, but I never aspired to going up. One reason -- the main reason -- was that I am not a public speaker. Never could. English was something! When I taught school, you know, you'd get called on to speak to this and that and the other. That to me was the hardest thing in the world and I never could get used to it.

Maybe I was wrong in not going up, but I just didn't want to go. As I said, the difference in salary just wasn't enough.

Williams: From your position there in the treasurer-treasurer-auditors' office for thirty-nine years, what particular problems did you see that a state school has in financial matters?

Nunn: The biggest one -- the only one that I think was of any significance -- now, I like the state system; I think it was one of the best in the country. I don't think you'll find plenty of
people to disagree with me -- but the only one that I think
the state made a big mistake was the Reversion Act. By the
Reversion Act I mean this: you get a state appropriation and
you have that is supported by contributions out of the General
Fund and the revenues you collect from students in rents and
so forth and so on. These two sources of income made up the
state appropriations. Now the state appropriations -- there's
spent during the year, the amount left over revert
a Reversion Act there -- that if you don't spend that money,
life goes back to the General Fund. Every year it goes back to
the General Fund. Now, sometimes, in the middle of the bi-
ennium -- (you see, you make up your budget for two years)
and if you could show good cause, you might get the governor or budget
director to reappropriate anything left over the first year.

But at the end of those two years, there's no way in the world --
you could have a $1,000,000 left over and you lose it. And
this practice resulted in an non-spending
the result was that every institution at the end would
try to spend that money to keep from reverting, and when you try
and
find places to spend it, you find things that are unnecessary.

It's perfectly natural. That money's yours; if you spend it,

if you don't spend it, you lose it. I think that
Reversion Act this, not everybody could appreciate
if the act was this if you operated efficiently and had
money left over, I think they should let you carry it forward,
and I think you would operate much better. Your money could
be spent for more worthy projects. Any time you go around
looking for ways to spend money, you're apt to spend it just
to keep it from reverting. That's the only criticism I had of
the state system.
William and Mary, while it operates a budget, is a financial matter. It operates a budget. It receives excess moneys, which are kept unless the General Assembly approves the Administration to spend them. The problem is deciding where the moneys may be spent for the College. It must be very fine. Naturally they desire the program for the Accounting Department which includes both the academic and maintenance departments. All parties concerned wish to take advantage of the opportunity and come up with a list of many a penny of which may or may not be of any great importance. The fact remains that the decision, which took place due to the emergency situation, affects the making of new finances. If the revision act did not exist, and the moneys from the state were the College's, they could be incorporated in the following year's budget and used for educational programs. If there were a great importance than buying a lot of equipment that may or may not be a useful venture. If the revision act did not exist, it is long felt that the institutions could operate more efficiently, and at the end all the funds would be used in the best interest of all concerned.

To me the State financial system is the best, with the exception noted above.

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Williams: Is this common in other states or is it peculiar to Virginia?

Nunn: I don't know. It is common in some other states. It's common in the federal government. (Discussion of the federal government). For example, we would budget during the year a certain amount; we get appropriation. That appropriation, that budget was made up two years in advance. Two years later you might have a 500-200 more students than you estimated your revenue, so you have this extra revenue. And your necessary expenditures are taken care of this extra money; what are you going to do with it? You going to spend it or are you going to loose it? So we'd always hunt around -- the business manager would call the department heads in, "What can you use?" "What do you need?" "Plant department, what do you need?" "Well, we can do this." "We can do that." And you find we'd be replacing purchase orders for things to come in. There wasn't anything in the original budget. And a lot of times, I know it was things we didn't actually need. Now if we could have saved that money for the future years but we could use it in preventative measures, and that would've saved money in the long run. The state would have been better off. That is the only criticism I would have of the state system. The rest of it -- I like it.

Williams: How does a state school deal with inflation?

Nunn: We were never faced with that problem when I was there. But the only way you can deal with it is don't know how you're going and be prepared to meet the challenge by doing whatever is necessary to deal with it. Fact of the matter, we were at a meeting yester-
day and was talking -- the treasurer, I mean, vice-

president of business affairs -- he set the government cut

their appropriations 5% per cent. They just had to cut it

off. And they've got to save that somewhere. And inflation'

is coming. Expenses have gone up anywhere from

100 to 100 percent. So they really have a problem. They've

balanced which means a reduction in expenditure got to cut down on a lot of their activities in order to balance

the budget this year. All the time I was there, we never

faced that problem. You see, I was treasurer for only a short while

during the great depression which was not an inflationary situation,

But at that time, everything

was cut. Salaries were cut, maintenance costs were cut. A dollar went much farther then than it does now, so they've got,

much more to do less and less. The present administration

an entirely different problem. I don't know how they're going

to do it, but they're going to have to do it. Under state law,

how confident they are capable of doing it, they can't run a deficit. The only way you can run a deficit

is to have it authorized, and you've got to anticipate that in

advance and get the governor's authorization before. And

to get that approved, it has to be something caused, what they
call an act of God -- something beyond your control. You can't
say, "I need to do all this work and get a deficit authorization."

It's got to be something that no one can help, like a fire or

something like that. Bill Carter said yesterday that they were

going to make ends meet, but they've got to cut services -- a great

deal somewhere -- unless they've got an excess special revenues
to offset that cut from the general fund. But over and over the state

system is good. They've got a central purchasing office in
Richmond, and it saves you a lot of money here. All you have to do is send a requisition. They have to get bids on everything. You can't buy a thing with state money without getting bids, and that's a good system. They have men who are supposed to know what they're doing in those departments. Now, if you had just spent your money here locally, your purchasing department would have to be increased, the number of employees would have to be increased to do all this, getting bids and all that sort of thing.