Wayne F. Gibbs

At the time of this interview, Wayne F. Gibbs was the senior emeritus professor at William and Mary. From 1926 to 1960 he taught accounting here as the business program went through various stages. During much of this time he also was financial advisor to the college publications and to the Lambda Chi Alpha social fraternity. After his retirement in 1960, Mr. Gibbs was honored by the renaming of the accounting club as the Wayne F. Gibbs Accounting Club.

In the following transcript, which contains only a few editorial changes made by Mr. Gibbs, he tells of his experiences in the business program and of life in Williamsburg in the 1920s.
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Date of interview: March 14, 1976
Place: 606 College Terrace, Williamsburg
Interviewer: Emily Williams
Session number: 1
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Approximate time:

10 mins.
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3 mins.
6 mins.
5 mins.
3 mins.
2 mins.
17 mins.
2 mins.
5 mins.
2 mins.
15 mins.

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The interview with Wayne F. Gibbs took place on March 14, 1975.

Emily: We had talked the other day you had told me about some of the people that had been in the business program when you came in 1926. What was the status of the business program at William and Mary when you came here?

Gibbs: The School of Economics and Business Administration, as I remember, was part of the Marshall-Wythe School of Government and Citizenship. I just don’t remember about the setup, except that Dr. Hamilton had a very large part in the whole school at that time, but it didn’t affect me, except that I was in economics and business administration. I don’t think his title was dean of the Marshall-Wythe school, but he was known as dean of the School of Economics and Business Administration. Now we operated in the School of Business Administration with the men. As I told you before our interview, I taught a large part of the accounting work at that time. We did have a professor by the name of Kaufman who taught some courses in accounting and some other courses in the department, and we had a man by the name of Professor Nelson, who was more in the economics field, and we had a man by the name of Dr. Patillo, also Dr. Klamon who taught. Now we were attempting to be on the accredited list in our accounting work in New York and New Jersey, which have always been the leaders. We had to have some law taught, but all the business law at that time
was taught in the law school, and our accounting majors all took Dr. Woodbridge's course in contracts, and I'm not sure who taught the course in negotiable instruments, and there was one other course that I don't remember which was taught in the law school and which was acceptable to the accounting boards in New York. Now that is the way it was when I first came here.

Emily: You had said it was a very good, well-recognized school.

Gibbs: Well, a man by the name of A. F. Hoke preceeded me here, but he had made some attempt to make contact with accountants throughout the state, but very little had been done toward placement. I began to discuss the matter of placement for my senior students with various accountants, and I think that the college catalog at that time will show, if you compare it with the University of Virginia and V. P. I., in the state which were two of the leading schools teaching accounting (I don't remember whether Richmond had a course at that time or not), but I'm sure ours was as complete as any at that time.

Emily: Was business administration, accounting a particular interest of J. A. C. Chandler's?

Gibbs: Oh, yes. Of course, Dr. Chandler was a builder, and anything that would bring especially new students here he was interested in. Of course, he was interested in the others. He was interested in building the school, and that was one complaint the faculty had; he was more interested in building than in other things. I think that is one of the primary reasons he was much interested
in economics and business administration. You had a school at that time, but we lost it along with the school of education when Mr. Bryan came in. Of course, anything that even smelled of professionalism was done away with. Home economics went along with it. After Mr. Bryan came here we were not allowed to have a concentration or major in business administration at all, or as I remember it, in home economics. I guess they called the degree an A.B., like they had done all the time, until the new business school was started back in the '60s.

Emily: Well now, you say that J. A. C. Chandler was interested in this, that he had brought you here. What attracted you to William and Mary; maybe I should phrase it that way?

Gibbs: I hold both my B.S. and M.S. from the University of Illinois. I had taught four years at Nebraska Wesleyan before I came here, and it was in 1926 that I obtained my master's degree at the University of Illinois. While Nebraska Wesleyan was the second largest college in the state of Nebraska, I realized that my future would be hampered by staying in that school. So I applied to the placement bureau at the University of Illinois for another position, and it was through that connection that I came here. It's rather interesting. I signed the contract to teach here without having seen the school, and they signed the contract with me without ever having seen me.

Emily: You signed it up in Illinois?

Gibbs: Yes. I never came to Williamsburg -- I don't know why I can remember the date so well -- but I never came to Williams-
burg until August 26, 1926. My, it was hot! The apartment which I was supposed to have was not quite available (until the first of September), so President Chandler—and they used to have an old colored man by the name of Alec—he got that colored man on a Sunday afternoon, I think, and he told him to fix—I had my wife's mother with me and my son, who was then three years old—he told him to fix us beds out in the girls' dormitory, which was down where old Tyler Hall is now, just beyond that, where the infirmary was. It was an old house or an old barracks; they had moved here from Penniman, and it was quite a place to stay. We went to bed that night, and maybe I shouldn't say it, but it's true. I felt something crawling all over me. That place was just loaded with cockroaches! Those girls had had food in there, of course, and had attracted those cockroaches. So that was my experience the first night I had in Williamsburg.

Emily: It's a wonder you didn't turn around and go back to Illinois after that!

Gibbs: When I discovered the conditions under which I was going to have to live in Williamsburg, I wished I was back in Lincoln, Nebraska. I had not been used to living in a house that did not have central heating, and while I had what they called a real cold day, if you'd spill any water on the kitchen floor, it would freeze. I put up with that the first year. Is that important?

Emily: Yes, to know what Williamsburg was like back then.

Gibbs: Well, I'll be here all afternoon if you get me talking.
the next year—about that. But anyway, I paid the rent the first summer I was here: in two places to get rid of that apartment I was in—I moved into a little house down on Boundary Street, just below where the infirmary was. I fired stoves in that house, and used kerosene, and certainly by the end of two years I had about enough of this. So I wasn't able to find a nice house—at least a nice house compared to Williamsburg at that time—up here at 721 Richmond Road. It has now been done over and is in much better shape now, and it's still owned by the Casey family (Carl Casey lives there now). I was pretty comfortable that year, but oh, I was paying an enormous rent (I thought) at that time, but you know it was only $60 a month. I said, "I've got to do something better than that." I wasn't making any salary that like they're getting here now. And so, I began to look for work and in the spring of '29 I bought this lot here and built this house, and I've been here ever since—moved here the first September. I really had what I needed. I'm used to when I was in Lincoln, although people thought it was Indian country—I was used to a decent place to live, and I didn't figure that I really had it, unless it was the house on Richmond Road, which as I say, is much better off now than it was when I lived there. Well, I had had about enough of this—I told the president (President Chandler) I had enough of it. I had enough of it the first year, and I told the president I wanted to go. In fact, you may be interested in knowing that at the end of the first year everybody left the department except me, I was
looking myself. But the only place I could find was the University of Vermont. I had never had a course in statistics, and they told me, "If you come up here you'll have to teach statistics." I knew how cold it was, and I didn't want to go up there.

Emily: Why had everyone left the department here?

Gibbs: Because the . . . I can't tell you exactly what it was, but it was just the general conditions that people didn't stay here long at the time. And of course, living conditions weren't what they should have been at that time. I don't know; I just couldn't say what it was. Anyway, I never signed my contract until well after the time they called for the contracts. The president called me in and he said, "I haven't received your signed contract." And I said, "Mr. President, if you have to have that contract today, it'll have to be no." Well, he said, "I've lost everybody else in the department but you. I don't want you to possibly help." He gave me a nice raise, and he said, "If anything ever happens, and you're not satisfied, I don't want you to quit; I want you to come tell me what it is." I suppose that's the reason why we were such good friends. He was above-board with everybody.

Well, that's the answer: I thought, "Did I want to get away from here bad enough to teach a course I had never had?" I decided that wasn't so good, so I signed the contract and I stayed.
Emily: Now did he have you teaching in extension courses, too?

Gibbs: Oh, yes. The first two or three years—until 1931—at least I taught two classes, and usually three, at night in Newport News or Norfolk. We were supposed to teach sixteen hours a week before we left here. When I was going to Norfolk, I used to leave here at 4:30 in the afternoon, drive to Newport News—at that time you had to take the ferry— and we had a place over there, a nice woman who took boarders, and we'd get in there. We'd leave Newport News about 5:30—about a forty-five minute run over to the naval base. And then we'd go to this woman's place, and she knew we were coming, and she'd serve us an awfully nice meal. From about 6:30 until shortly after 7:00, we ate, and then we went down to Old Dominion and taught classes from 7:30 until 9:30. Then we'd get in our car, catch the 10:00 ferry coming back. We'd leave the ferry dock down there about 10:30 and you couldn't find a road that was as crooked as that road was (between Williamsburg and Newport News) at that time. It's been straightened now, but it was old Route 60 and it took me just about an hour to drive. I mention this in particular . . . I used to have another professor with me, a man who was in the English department here at that time by the name of Gregory. And of course, Duke of Gloucester Street at that time was divided with parking out in the center. And I'd open up and I'd be coming up forty, fifty, maybe even more. . . . Well, there was a policeman waiting for me one night, and he
never did catch me until I got up to about Monroe Hall. And here he came up to me, and you won't remember his name; he's dead now. He was Jack Saunders. He built the fraternity lodges over here. He got up to the car, and he said, "Mr. Gibbs, if I had known it was you, I'd have never said a word." That was the end of that. Those were the conditions we were operating under.

No wonder we didn't have any time for research, but I managed to pass the C.P.A. examination in 1928. I hold certificate #112, and it was the largest number of certificates the state board had issued here in eighteen years. They were pretty stingy with them at that time.

Emily: Well, now you were talking about how pretty soon after Dr. Chandler died the school of economics and business administration and the school of education, too, how they lost their status as schools and how they became submerged into the liberal arts program.

Gibbs: Well, of course that was due. . . Dr. Chandler died on May 31, 1934. I happened to be down at Buckroe Beach that weekend, and I remember saying to a couple, "Well, I've lost my best friend." And of course, Mr. Bryan came in here—a very fine man, but a liberal arts man, and he felt that there was no place for any of the professional schools. Consequently our major, our concentration, in business was taken away from us, and I guess it then became an economics concentration, I don't remember too much about that, but it was done. I was not allowed to offer any work in accounting; I couldn't start until the junior year. I became so worried about that
situation—I said, "New York and New Jersey will take it off the accredited list"—that they opened the gates wide enough to allow me to give sufficient courses to meet these requirements. That was the situation we worked under under Mr. Bryan.

Emily: You spoke about how a good, strong business program brought in male students, Mr. Bryan was interested in building up the male enrollment. I understand that this was part of the Carl Voyles, to give the school a good football, if he was interested in it from that standpoint, why do you think he wouldn't have supported a strong business program?

Gibbs: It's just too bad that you never knew Mr. Bryan. Mr. Bryan had been brought up under the theory that college was not to teach a person to make a living; they were to learn their arts and sciences, and if they wanted some of these professional courses (such as business education), at least they should go to graduate school for that. That was my opinion. Some of the professional work was not questioned, but due to the fact that I was allowed to retain enough courses to meet the New York and New Jersey requirements, as well as the Virginia requirements, I don't think that hurt too much.

Emily: This was accounting that wasn't hurt, you mean.

Gibbs: Yes, until the veterans came along we never had enough students to run the advanced accounting courses in two or three sections. We ran those advanced courses in two or three sections. We had a big enrollment at that time. It didn't seem to hurt the
enrollment too much; I don't know if there was any reason or not for it (my being here), but I think my being here at that time didn't lose it any students, and they must have thought fairly well of me, anyway. And I think although we were losing ground to Virginia and V.P.I. during that time, we always had enough majors in accounting to carry the work. Now as far as the enrollment was concerned, yes, we wanted men. I don't know what would have happened if the pressure hadn't been placed on the president — pressure against the business requirements hadn't been so bad at that time.

You're known by what you turn out. During that time I had not only Virginia accountants, but I had contacts with (I did make contacts with) accounting firms which had their main offices in the north. Now I went to the Virginia Society of Public Accountants meeting one time, and heard Coleman Andrews, Sr. (I don't know if you know who Coleman Andrews was, but he was a prominent accountant in the state and past president of the American Institute of Accountants). He made the statement, "We just can't hope to employ all these boys; we just can't hope to employ all these men from these schools I've just mentioned (Virginia, V.P.I., William and Mary)." I didn't say anything about it, but the minute I heard that, I knew I had to go elsewhere. I moved on to the other big firms in New York; I had difficulty there because these Virginia boys just didn't want to go to New York. I'm not at liberty to tell you where the Wayne Gibbs prize is from, which I hope is still in the catalog, but it was awarded by a friend of mine who
said, "I want my name not to be announced, but I want it to be in your name." Just about that time the Virginia Society issued its certificate to the outstanding young man in accounting, not only here, but at Virginia, V.P.I., and Richmond—Richmond was in at that time. The outstanding young man in accounting, not only here, but at Virginia, V.P.I., and Richmond was in at that time. Emily: Now when Mr. Pomfret came he was also from a liberal arts background. Was there any difference in his attitude toward the business work?

**Gibbs:** I don't think so. The real change, of course, came when A. D. Chandler came here.

Emily: Now you mentioned veterans. Did increased enrollment mean increased interest interest in business school at that time?

**Gibbs:** Not to my knowledge. 

Emily: It was when Chandler came, then.

**Gibbs:** Every school at that time was getting all the men that they wanted. They all came at once. But the change came about when A. D. came. I think there was a distinct change at that time. Dr. Marsh, who was chairman of the department where A. D. came here, was promoted to dean of the faculty, and the question came up as to who would become head of the department at that time. I don't know whether I should repeat it or not, but it's true: my being the oldest man I was naturally the one to be considered for head of the department. He came over to my office, which was in what is now James Blair, and he sat down, and he said, "You know, I've prayed over this, Wayne, in my opinion, you're just not the man to head the department. Well, that takes the wind out of a person's sails. I knew my future was cut right there.

They brought in a man by the name of Thomas Luck as head
of the department. It was my intention to leave the college as soon as possible, but I didn't want to leave Williamsburg.

I was doing some practical work, and I had quite a few accounts, but I didn't have enough that I felt I could do without my salary. I didn't tell anybody. I just told Dr. Luck, "go ahead and run it any way you can. I'm going to go out and do the best job teaching that I can until such time as I can get away." Dr. Luck—though I never treated him too well, I was never disloyal to him—he and his family came here, still active Presbyterian Church, where I was going and was an elder in the church there at that time. I don't remember just what year Dr. Luck came here, but he and Dr. A. D. Chandler began to work on a school (of business). What happened then I had nothing to do with, and you'll have to get what Dr. A. D. Chandler is willing to give you.

But he [Dr. Luck] stayed here until 1956. Although I can't mention anything in particular, Dr. Luck was a professional man; he wanted to see a school. So one day he walked into my office (boy, we had some interesting conferences in there). He said, "Wayne, I'm leaving the college. I have told no one, not even the president. I wanted to tell you first." Now I should not have had that privilege, because though I had done everything I was supposed to, I was out of the administration at that time. I was fighting for just as many accounts as I could get so I could leave the college.

He said, "I wanted you to know I'm leaving the college, and I wanted you to know it first." And just what the story is here you'll have to get from Dr. Chandler. He said, "I will recommend you, and you can have the head of the department..."
if you'll take it. Well, I had had such disagreeable experiences, I said, "I don't think I want it. I'll talk it over with my wife and son." Well, they wanted me to take it.

There isn't much question that the problems that I had must have brought on the stroke which I mentioned that I had in 1960. I took over where Dr. Luck had left off, and Dr. Chandler and I worked out a program with the rest of my staff. They all worked on it--on what ought to be in the school of business administration. And I think he was satisfied with it; at least he was able to get me a conference with the Board of Visitors. But the Board of Visitors turned our request down. That's all I know about it; of course, I wasn't in the meeting, so I didn't know what they said.

Emily: Could you make a guess as to why they turned it down?
Gibbs: Yes. By that time the liberal arts were so established here, that there were people on the board, evidently, and many alumni who felt that there was no place at William and Mary for education, business administration, home economics, and those professional courses. And if I remember correctly Dr. Chandler told me at that time, "There's just too much opposition." So I dropped it at that.

I was working on my professional work; I was about as independent as anybody could be. I could make a go with my savings. I got my fill finally.

Dr. Chandler and I had a conference, and I told him some of the things I've told you. I think that's as far
as I should go, because I told him at the time that all
the papers in connection with that episode were to be
torn up, no record made, no witness taken.
Emily: You mean about the school getting started at that time?
Gibbs: Well, he knew I was quite dissatisfied, and more in
connection with my leaving the college than that. Dr.
Chandler can tell you anything he wants to. I haven't any
secrets. I'm going to stand by my word.
Emily: What were the advantages of having a school of business
administration rather than a department of business admin-
istration?
Gibbs: Well, you were competing in the state of Virginia with
the University of Virginia, which has a school of business
commerce and economics, and V. P. I. (they have their own
school up there, as I remember), the University of Richmond
I'm sure had one at that time, and with the other schools
that you had to compete with at that time, you just can't
compete. On top of that, honorary fraternities will not
come to a school that does not have a school of business
administration. And you're just looked upon better with
a school. And on top of that the faculty was putting such
degree requirements on us that it was affecting work we could
give in our own field. The main reason was that I wanted to
get out of the straightjacket I was in with the state of New
York and the state of New Jersey. That's about the only reasons
for having a school. Oh yes, on top of that
I can give you can't be a member of the Association of Schools of Business without having your school. You're supposed to
They have a lot of other conditions that we couldn't meet as
a department. I think that's the main reasons.
Emily: And then if you were a school, you wouldn't have to meet the requirements that the liberal arts curriculum had.

Gibbs: We had our own B.S. in business administration and they still had— they don't give the B.A. any more, but we had the B.S. as long as we had the department, until the school was started, whatever year it was.

Emily: Then did you feel your work back in the '50s (the proposal you put before the Board of Visitors) had anything to do with the groundwork of what was eventually set up, or is this claiming too much?

Gibbs: The whole thing was set up by my staff, Algin B. King, who was on my staff at that time, did a good bit of that work. Someone told me (I believe it was my daughter-in-law) that Quittmeyer told me that I had done all the basic work, getting—and then when the thing started, it was already done for him. I just wasn't man enough to get it across.

Emily: Now you said to me when I was here last that you were a professional man. Did you feel that there was a place for the professional man speaking over the long term of your time here at William and Mary?

Gibbs: Well, I think the establishment of the business school there must be, under Dr. Quittmeyer answers that question; but he should have the full credit, because he's done a wonderful job. But I've had very little to do with the institution here since 1960. I was told by three local doctors that I should never work again. I had a close call, and thank goodness, thanks to my savings, I'm doing quite well—a few lucky breaks in the stock market, too.

Emily: While you were still teaching you had a couple of mis-

Mr. Gibbs would refer any inquiries about the degrees conferred to the college catalog. It seems that both a B.A. and a B.S. were offered in business administration.
cellaneous jobs. I found in going back in my research that at one time after the war you had charge of the work-study group. It must have been right at the end of the program because I don't think it continued much longer after the war, did it? I know it was set up during the war with the boys working down at the Naval Mines Depot.

Gibbs: Yes. Dr. Sharvy Umbeck was a prime mover in getting that program started to attempt to draw every boy who could stay out of the army to come. I travelled all over the state for that program—I don't know whether you know that or not. But during the war I travelled extensively; I brought quite a few boys in. Dr. Umbeck and Coach McCray and some of the rest of us we brought boys in from all over. If they'd tell us they wanted to come, they could stay out of the army for one semester we'd take them down here. We'd tell them, "We're glad to have you." We developed jobs at the King's Arms at that time, and of course I was in charge of that. Dr. Umbeck, when he became dean of the faculty—dean of the college, that is—he turned that over to me the work-study program, and I did operate it until I asked to be relieved of it because at that time, as I told you, I was trying to develop this professional work so I could get away from the college.

I supposed I had the publications, too, up to '56. I asked to be relieved of that job. Now I can't remember what year I was relieved of that job, but it was probably in the very late '40s. Dr. Bright came here—have you had any contact with him?

Emily: I haven't met him yet.

Gibbs: Well Dr. Bright is now in charge of veterans' programs.
in charge of the work-study program but he took over from me. I had the scholarships, too, but he took over all that work, was brought here primarily for that purpose.

Emily: You say the scholarship program was this the scholarship for the work-study program, all the men, all the students?

Gibbs: All of them, all the students. I handled all the detailed work for that committee. I was on the scholarship committee for some time, but someone else was chairman.

Emily: Now the jobs you could get when you were administering the program, were they jobs with Colonial Williamsburg?

Gibbs: Anywhere we could get them. Boy or girl, either one, we were glad to have them. But Dr. Umbeck was the one who started the work with what was known as the Travis House at that time (if you run across that), and he is the man who turned that over to me until the time when I had to be relieved. Dr. Bright was brought here at that time.

Emily: Another thing that you spoke of that you worked on for many years was publications.

Gibbs: Only the business end. I was known as the financial advisor for publications, and I approved all the contracts. Well, I say I approved all the contracts— that’s not so, because they had a student committee under Dean Lambert to approve the contracts. No bill was paid for student publications unless it had been signed by me, and then they were paid through the college treasurer’s office, through Mr. Nunn. If a student didn’t like a contract, it was worked out between the editor, the business manager, and me, and then submitted to the committee, and they of which I was a member, and they...
actually approved the contract. With

sometime around

Emily: When the establishment in—I think it was 1968—or do you feel that finally after forty years (over forty years) that the business program at the College of William and Mary had finally achieved the level which you hoped it would?

Gibbs: That's extremely hard to say, because I have no contact with it. I probably have no more contact with these people than you do. And I don't know—I can see—I read in the paper about the council, as Dean Quittmeyer calls it. He's got some very influential businessmen back of the school. I read in the paper where Anheuser-Busch has given them $10,000.

But just what has happened since that time? Only people I knew at the time (maybe I'd better not mention their names)... I understand that maybe Dr. Quittmeyer does have some problems, but I'm not going to tell you what I know, and if he swears that he doesn't I'll take it all back.

Emily: When you came here in '26 did you ever think that William and Mary would grow to be what it is today?

Gibbs: Might I say, when I came here in '26 I thought I had earlier told you that I had not seen William and Mary. I didn't think that William and Mary was quite as far down as William and Mary was at that time. William and Mary was extremely short of funds, and they owe it all to Dr. J. A. C. Ehandler that he got those funds. Where he got those funds I don't know. But I found it a very rundown, a very rundown school. I don't mind saying—
I don't know if you ever heard of the old Citizenship Building or not-- do you know where the old Citizenship Building was?

Emily: No, I've never quite figured it out.

Gibbs: It was located between the West Building and the old Phi Beta Kappa Hall (they call it Ewell Hall now). That used to be the gymnasium before Blow Gymnasium was built. It had cracks all over the place where you could see the outside. I taught many a class in that school with an overcoat on. They couldn't heat it; it just wasn't tight enough. The chemistry department was located just toward the west end of the Sunken Garden at that time, located in an old army barracks that had been moved here from Penniman. I give you those two as an illustration.

Also, we had a very small library at that time. As I recall the school consisted of the three buildings of the old campus inside the wall, Jefferson had been completed, Monroe had been completed. They laid the cornerstone for Rogers Hall a few days after I got in town. This school was making rapid progress under President Chandler, but he had a long way to go. Now if I had known the school... it had an excellent reputation that William and Mary was a much better school than I found when I came here. Yes, I wanted to turn my car back around and head back toward Richmond and Washington. Do you realize that when I drove down here in 1926 that I had to detour practically all the way from Washington to Richmond? Richmond? Route 27.
I had not even been completed then. They tell me it had just been completed from here to Richmond. The farther I got south at that time, I thought, "Oh, why am I moving my family to Williamsburg?" Have you seen the old buildings of Williamsburg? Oh, I've lived among them. Duke of Gloucester Street when I got here, oh, telephone lines, electric lines, they ran right down the middle of the street. Oh, it was backwards, no question.

Emily: Was the street paved?

Gibbs: Oh yes, it was concrete by the time I got here. They tell me that a few years before there was a pig wallow right across from Chowning's Tavern, what used to be the old Colonial Hotel. I came along in good times. I came along after the worst. of course, what made this section as far as the roads were concerned was the first World War, and they had to have them to get transportation then. And when you next see the pictures of those buildings, I wish you'd think, "Those are the ones that man Gibbs talked about; he used to live among them."

Mr. Gibbs then discussed building of his house in Williamsburg.

Emily: I wonder if, before we turn this thing off, you would tell again about when you first came and your reception at the A.A.U.P.?

Gibbs: I don't want to give you all the names involved, only trouble is they can't defend themselves. There was a man in the mathematics department name C. D. Gregory. He was the man that took me down for a meeting. I didn't know I was in a place where I shouldn't be, and I don't think he did, either.
But anyway, I went down there and they had their meeting. But I didn't know. . . anyway I soon found out that I was somewhere where I shouldn't be.

Emily: Because you were new?

Gibbs: No, because I was a Chandler man, and most of the faculty was opposed to Dr. J.A.C.

Emily: And they tried to keep the A.A.U.P.'s existence from him, didn't they?

Gibbs: And most of the faculty was opposed to J. A.C. Chandler.

Gibbs: Oh, yes. Nobody who was a Chandler man should be in A.A.U.P. Well, A.A.U.P. is not supposed to be a blackballing organization, this one here was. I think it's just as well that I not mention any names, but there were two heads of departments who were very rabid on the situation, one especially, and I just know from what I heard by the grapevine that they weren't getting along with Dr. Chandler, and the minute I was hired by the president and by Dr. Hamilton, they didn't want me around. For years they wouldn't have anything to do with me. Then Dean Cox became dean of the law school, and I don't know how much he knew about my situation, but shortly after, he was able to get the chapter here to change their arrangement by which there was no more blackballing was done. Immediately I was sent an invitation.

[By that time I had about had it.]