

Session 2

MG: It's February the 6th, 2007, and we're continuing an oral history interview with O. J. Woodward III, Jim Woodward. I'm Michael Gorman, I'm the Dean of Library Services at California State University for the next three days. I thought we might begin, Jim, by asking you – we reviewed your family history in Fresno and involvement – if there was anything that came up concerning your father, grandfather, great-grandfather that you wanted to add, or something that occurred to you after we spoke.

JW: Not really. I think we covered quite a bit of material last time.

MG: Very good. Well, let's start with you, then. You were born in 1935?

JW: Right.

MG: In Fresno?

JW: No, actually in Oakland, California. And that was about two months before my great-grandfather passed away.

MG: Okay. And your family all lived in Oakland at the time?

JW: They did. My dad had just returned from the Harvard Business School and was working in San Francisco with an investment firm, and that's why we were in the Oakland area.

MG: And you are one of how many siblings?

JW: Well, two. Although my father did remarry, so I have two half-sisters as well. So four.

MG: So there are five of you in all.

JW: Four.

MG: Four of you. And you went to school to begin with as a young child in Oakland?

JW: No. Actually, what happened, when I was about five years old, in 1940, my grandfather passed away, and so we moved back to Fresno.

MG: So your father had to look after the business.

JW: Exactly. So from that time on, we were pretty much a permanent resident again. So I began school in Fresno, in fact at the old Bullard Grammar School where Ruth Gibson was the principal, and she now has a school named after her. It was the old one classroom per grade approach, and a very good school, a lot of the kids did very well-

MG: Where was Bullard Grammar school?

JW: It was on the southwest corner of Palm and Shaw. It was right now where a bank is located.

MG: And a strip mall. So you went there at the beginning of the war?

JW: Right. I remember very well, we just moved into a new home in Old Fig Garden area, and I remember that morning gathered around the radio very well.

MG: When you first moved to Fresno, you lived also in Fig Garden?

JW: Well, when we first moved, we lived with my grandmother because their house was large enough to accommodate us. So since my grandfather had just passed away, it made a lot of sense to just –

MG: Where was that house?

JW: That was on the northeast corner of Saginaw and Wilson Avenues in Old Fig Garden.

MG: And then your father built a new house?

JW: Right, just north up on Wilson and Indianapolis.

MG: Did you walk to school?

JW: Most of the time. Either that or with bicycles, I remember very well.

MG: Do you remember anything about the war and it affecting life in Fresno?

JW: Oh, very well. There are several aspects that I remember best. I remember my grandparents had had a Japanese family living with them, and I remember driving them up Palm Avenue to Pinedale area to report to the camp –

MG: That was kind of a center for them to be interned.

JW: Right, which –

MG: Including children?

JW: Yes. In fact, it's a location where in just a couple of weeks they're going to be actually be dedicating a remembrance monument, on that Remembrance Day, which is now pretty much in place.

MG: Were there other effects of the war, and you know, things that nature.

JW: Oh, absolutely. I remember the victory gardens where we actually not only raised everything from rhubarb to watermelons and corn and potatoes, but even chickens. We had enough property that we could do that, so absolutely. I remember particularly the gas shortage at that time and having to have the stickers in the particular categories to get gasoline, and so forth. There were a lot of aspects. I remember in the car going down, and my father picking up the results or the, getting the news as to the draft reporting, and so forth. He didn't go because he was apparently unable to qualify for some particular aspect. But yes, even though you're fairly young, you remember those important –

MG: And were there neighbors or family that were in the military?

JW: Absolutely. I had an uncle who was in the Air Force, was a captain in the Air Force, and others. The other thing I remember particularly is the end of the war and being in a particular market place just south of what's now City College, and where Fresno State was. And I also remember during that course, the old Hotel Californian was quite a gathering place and was kind of *the* hotel and had a room called the Bamboo Room. And people would go in after dinner or with dinner and sing along a lot of the old victory songs, and all of that kind of thing.

MG: You were ten when the war ended?

JW: I beg your pardon, Yes.

MG: And still going to Bullard?

JW: Yes, at that time.

MG: And where did you go after Bullard Grammar School?

JW: I went to Hamilton Junior High School. I also – for one semester in junior high school I went to a private school up in the Bay Area, in San Rafael, called Tamalpais, a boys school, which I later returned to to go to my last two years of high school, after going to Fresno High for two years.

MG: Why did you go there for one semester?

JW: The family was somewhat disrupted at the time, with my parents in a divorce situation.

MG: Oh I see. It was a boarding school?

JW: Yes. It's in San Rafael. It is no longer in existence. It was right across from the Dominican Convent.

MG: I've visited the library there; it's a very beautiful spot, very lovely campus. So you went there and then came back to go to Fresno High?

JW: Fresno High for two years. I don't recall the exact circumstances or reasons that I went back up there for the last two years, other than I know I do recall that it was really my choice. It just seemed like a good move. I was pretty involved in athletics and other things, and as long as I could still participate in athletics, I was a pretty happy camper.

MG: Did you go there during the week and back on weekends, or you just stayed there?

JW: I stayed there most of the time. I had friends at the school who lived in San Francisco and on the Peninsula, and I would go home with them quite often to their homes, so it was a good exposure for me at that time.

MG: So in your high schools, you were interested in which sports?

JW: Well, I was interested in most sports, to tell you the truth. I'd done a lot of competitive swimming when I was younger. I started when I was about nine. But I also – there, being a smaller school and a smaller conference, I participated in football and basketball and baseball and track and swimming, and just about everything. I probably did better in basketball, track, and swimming than anything else.

MG: Did you leave any time for any academic activities?

JW: Well, at least my parents hoped so. I was student body president at the last year of the school, which included more than just high school, actually all the grades. But I did reasonably well, and I was accepted to Berkeley.

MG: Was that your only choice, or did you –

JW: At the time, my sister had spent a short time at Stanford, but later came to Berkeley. Both of my parents and some other relatives had all gone to Berkeley.

So I think it was –

MG: You really didn't think about Stanford?

JW: Not as an undergraduate, no I didn't.

MG: At Berkeley, this was quite a bit before the social ferment?

JW: Yes.

MG: Was it a more tranquil place than it became ten years later?

JW: We were accused of being a very apathetic group in those days, but that soon changed. I participated in being in school there, not only when it started to get a little more difficult and disruptive, but then came back later and was on the legal staff of the university, for the regents, so I got very much involved in the mid-sixties.

MG: As a student, it was a more tranquil time?

JW: It was, until the veterans from Korea started coming back, and there were some real confrontational moments. There was a lot going on then. I know we had a couple fellows in our fraternity who came back and were really struggling with their experience over there, and so forth. It was part of the educational experience.

MG: You went there in 1953?

JW: Yes.

MG: Until what, '57?

JW: Until '58. I actually took an extra semester, primarily, to be honest, to play another year of rugby. But I'd gotten involved in that and ran a little track also, but primarily my interest, as far as the athletics, was in rugby.

MG: Did you go there with a particular major in mind?

JW: I actually did. I had an interesting experience. I had spent the prior summer in an oil field in Colorado with a friend of mine whose uncle had a field there, a wildcat thing. So, we went there primarily to earn money, but I got interested in the whole thing. So when I came back to Berkeley that first year, I was going to go into geology. Then I went to my first class in chemistry, and chemistry at Berkeley is what I call a foreign language. (chuckles) Because, it was another experience. But I decided quite quickly that that probably wasn't going to be my best –

MG: It was a prerequisite-

JW: Yes, for geology, and so forth. So I then went to a more general curriculum – they had that in those days – because it gave the greatest flexibility. I had always planned on going on to graduate school, not knowing whether it might be law school or business school, or whatever. My theory was always somewhat of a pyramid in terms of education. The broader base that one can have – and not everyone has that opportunity – really builds a better foundation for where you can always specialize later.

MG: So you had a broad kind of liberal arts education?

JW: As I recall, they changed while I was there away from general curriculum type of approach, so I took political science, not because of the law school aspect but really because it gave me the most flexibility in courses. I took everything from

Scandinavian literature to Russian geography to fifteen units of Spanish, just a variety of things. I've always felt that that was one of my better decisions.

MG: Sure. So in 1958 you were graduating from Berkeley.

JW: Right.

MG: And you had a very clear idea of where you were going at that time?

JW: Well, not quite, but I was in one of the last, if not the last, year of ROTC with a six-month obligation. So I went back to Fort Sill and then to Fort Ord for six months, still trying to decide between law school and business school, and-

MG: There was no further obligation, there wasn't any question of you staying in the forces?

JW: There were seven and a half years of reserve, which was handled primarily by either meetings once a week or weekends, that type of thing. And also summer camp and sometimes correspondence courses.

MG: Did that all take place in Fort Ord?

JW: Well, in Fort Sill. I went to Fort Sill first.

MG: Where is Fort Sill?

JW: That's in Lawton, Oklahoma. That was field artillery and guided missile school at the time.

MG: Back to the oil wells.

JW: Back to the oil wells. (chuckles) It was an interesting experience also. But only four months, and then I came back to Fort Ord for the last two months, so that was pretty good duty. At that point, having been married in June of 1958, I had to decide what I was going to do in terms of school. I did arrange for an interim

period there, for nine months, to work with PG&E in San Francisco while I went through the process. I decided on business school because it was going to be two years instead of three years. Then I decided on Stanford over Harvard because they have a quarter system, which I could go straight through and get out a little bit earlier. Of course, the irony of that is that I turned right around after I got through business school and went to law school. I don't know how that makes any sense.

MG: You were first married in 1958?

JW: Yes.

MG: Where did you meet your wife?

JW: At Berkeley.

MG: Was she a fellow student?

JW: Yes.

MG: In Scandinavian literature or one of those?

JW: (laughs) Probably a fraternity/sorority function, or through the rugby – as I'm sure you well know, one of the advantages of rugby are the parties afterwards.

(chuckles)

MG: A certain amount of beer is taken I understand.

JW: Yes, that's part of the requirement.

MG: And your wife's name was?

JW: Diane, and she was from San Diego.

MG: What was her birth name? What was her name at birth?

JW: Well, coincidentally, her name at birth was Woodward. Her mother had divorced and remarried, and so it was then Phillips.

MG: So she went by Diane Phillips.

JW: Yes.

MG: But she was actually born Woodward, but no connection.

JW: As far as we knew, anyway. Not as far as we could tell.

MG: And you were married in 1958 in Berkeley?

JW: Actually, in San Diego.

MG: In San Diego at a church ceremony?

JW: Yes. In fact, had an interesting experience much later where that church was turned into a restaurant. Only I didn't recognize it until after I was well in it, but anyway.

They actually wrote a –

MG: What church was it? Episcopalian?

JW: It was a Methodist church, because her grandparents were quite involved in that church. It was one of the old churches downtown.

MG: Were her family from San Diego?

JW: Originally, really from Tulsa, Oklahoma, but then a significant number of their family had moved to San Diego and had business interests there, as well as in Tulsa.

MG: You were married in 1958 in San Diego at the Methodist Church. You were then living, though, in the Bay Area.

JW: When we came back from the Fort Sill experience, and so forth, yes, we lived in San Francisco while I worked at PG&E and waited for the results for school.

MG: Where in San Francisco?

JW: We lived out on Fontana, out by Golden Gate Park, which was a good experience. What I found was, it was easier to commute from outside the city than probably inside the city to downtown. But it was a good experience.

MG: You were working in downtown San Francisco, and then you went to Stanford. Where did you live when you were at Stanford?

JW: We had an apartment in Menlo Park, just to the south of the campus.

MG: So you went to business school in 1959?

JW: Yes.

MG: And it took two years?

JW: Yes.

MG: So you were out in '61.

JW: Right.

MG: And still living in Menlo Park and graduated with a master's degree in business.

JW: Right. But about half way through business school, I finally got a little more focused on the academics and considered several possibilities. One would be to go on with the CPA program, because I had all the classes. But, of course, that requires some actual practice, which I think is good, I mean to do. I wasn't sure I was that committed. I thought about going on with a Ph.D. program in business, but I wasn't sure I was really that committed to just teaching or research, and so forth. So I opted for law school, which I felt gave me more flexibility and more options. One of my philosophies has always been with my kids is that options are good. So the more that one is able to prepare for that, I think the better. Not everyone again, has that opportunity.

MG: So in 1961 you decided to go to law school?

JW: Right.

MG: And you went to –

JW: I went back to Berkeley.

MG: Did you consider any others?

JW: I considered Stanford. Those were the only two I really considered, but I felt that they were equal in almost every way, and, frankly, the price tag for Berkeley was – and I thought I'd done enough damage to my parents at that point.

MG: I imagine, by today's standards, that the fees for Berkeley Law School were probably pretty low.

JW: They were. I mean, other than the living expense, which was a real aspect. You're absolutely right. It was just nothing. It was less than a hundred dollars in terms of fees and so forth.

MG: Was Stanford – I know it's obviously higher than Berkeley, but would they be charging less than say private schools in the East?

JW: I don't know specifically. I don't recall comparing –

MG: Stanford began with a kind of philosophy of having relatively low – in fact, I think in the beginning, no fees at all.

JW: When I was at the business school, it was three hundred dollars a quarter, so it was just under a thousand dollars for a year.

MG: Its astounding isn't it?

JW: Yes, it's very different. But what we did in terms of living expense, it turned out I convinced my dad the best approach for living expense was to buy a house in

Berkeley, which we did. We made some money, and our agreement was that if we could do it net free, after insurance and all the other – anything above that, I could keep, was mine, which was another pretty good – and it enabled us to buy our first automobile.

MG: You bought a house in Berkeley in 1961?

JW: In '61 and then sold it in '64 when I graduated.

MG: Where was it?

JW: On Parnassus Road, up towards Tilden Park.

MG: Is that up in the hills?

JW: Yeah, about two-thirds of the way up the hill. It was very, obviously, small, but it worked out very well.

MG: And if you'd kept it –

JW: It would even be better. (both laugh)

MG: Let's backtrack on the personal side. Did you have children while you were at law school?

JW: I was just going to mention that. During finals of my second year, so in '63, we had our first child, a boy.

MG: And his name?

JW: Baron.

MG: With one r or two r's?

JW: One r.

MG: And his middle name?

JW: James.

MG: Baron James Woodward. He was born in 1963.

JW: Mm-hmm. So that kept us occupied. That was an interesting experience, having a child right in the middle of finals.

MG: Was your wife working?

JW: Nothing regular. She did while we were at Stanford, but not –

MG: Did you work while you were in graduate school?

JW: I did to this degree, I decided after the first semester of law school – and was assured that I was in good standing and well-positioned – instead of trying to even improve on that, I decided to go over to the business school and be a TA, teaching assistant, which worked well for several reasons, I felt, because it gave me a little change and diversity. Because, law school does tend to be a little bit tedious at times. Plus it gave us some extra income. That was a good experience and I enjoyed that.

MG: Have you enjoyed teaching when you've done it?

JW: Oh, absolutely. It's very rewarding, as you know.

MG: And you graduated in 1964.

JW: Right.

MG: And you have a house in Berkeley and a child and a motor car.

JW: Life was good. (chuckles)

MG: And then what happened?

JW: Well, I looked around at different law firms and different situations. I considered employment in several other states, actually. I looked in Colorado, primarily in the Denver area. I looked in Arizona, primarily in Phoenix and Tucson. And of course

in California, San Diego, a number of areas. I eventually decided to come back to Fresno, so that's what we did.

MG: Was that the tug of family, or was it just that you felt nostalgic for Fresno, or –

JW: I think it was a combination. I'm sure my wife had a lot of input. I think it was a combination. It could have been economics to some degree, because, again, things were definitely more reasonable here. I don't really recall any particular reason. I mean I know I wanted to look at as many opportunities as I could, but I finally decided to come back and give that a shot. And my dad might have been a strong influence just indirectly, just the fact that he was here.

MG: You moved to Fresno in 1964?

JW: Mm-hmm.

MG: Did you buy a house here then?

JW: Actually, we did. We bought a small home that was just off of Palm on East Robinson, which is just – well, it's a little north of Shields and off of Palm Avenue. It worked out well. Then shortly thereafter, our daughter was born here in Fresno.

MG: In 1965?

JW: Yes.

MG: And her name?

JW: Skye, S-k-y-e.

MG: And her middle name?

JW: Lynne, named after my wife's sister.

MG: Did you come here to practice law on your own, or did you join a law firm?

JW: I joined a law firm, a small law firm but an old firm, by the name of Rowell, Lamberson and Thomas. Milo Rowell was very well known in Fresno for years. His father was Chester Rowell, a physician, but Milo Rowell was an attorney, although he didn't practice a great deal. But it was a small business firm. It worked well as far as getting some initial experience. My objective, again I guess it was something like the educational. I wanted to touch as many different areas as I could to find out, the best I could, of what might be most appealing to me. Because, when I came out of law school – and I've heard this from many others – you really don't know because you haven't really experienced much of what you're going to do in law school.

MG: So the business kind of law was more congenial to you because of your MBA, with your family background?

JW: Exactly. So that's what we did for –

MG: Did you work for corporations mostly to start out?

JW: I did. I did quite a bit of estate planning work. In fact, one of my first challenges, my first assignments, was to do the paperwork for the gift of the University House from the McMahans to the university here. So that was rewarding. But I did quite a bit of real estate work and transactions.

MG: This is a little bit off the topic, but were they living there up to the point where they gave it to the university?

JW: Yes, to my recollection yes. Because they moved then to the coast, right across from the lodge there at Pebble Beach, where they lived for many years.

MG: It was designated as the residence of the future presidents? Was that the whole point?

JW: Right. And it was a very favorable transaction from all sides, made all kinds of –

MG: Is it substantially changed from –

JW: Not really. No, not to my recollection, and we did live catty-corner back from – that was the same block on the other corner, in Old Fig. Because they're at Holland and Van Ness, and then Indianapolis and Wilson is just the other corner of that block. I used to play in that backyard.

MG: So you yourself were living –

JW: Yeah, on East Robinson, which is just below that canal there where it crosses Palm.

MG: How long did you stay with the law firm?

JW: I stayed about a year and a half, as I recall, or two. I apparently got itchy to do something else. I'm not quite sure what the specific reason – at that point. But I did want to look around. I heard about an opportunity up at the campus again, for the regents, for an associate general counsel. I drove up there and talked with – Tom Cunningham was his name, who had been a former superior court judge from Los Angeles. He was the general counsel for the regents for the University of California system. He and I hit it off pretty well right away, but it was a very political environment. It was just at the time that Reagan had been elected governor, and things were hopping up there in terms of – as you mentioned earlier, with all the disruptions, and so forth. There were only nine – I say "only" because now there are many more – but there were just nine attorneys on the staff, and we each had a campus assignment, as well as some other areas. I was able to do quite

a bit of hearing work because I was one of the few that had any exposure to the courts or any of that type of thing. But I also was assigned to the Santa Cruz campus as it was being built. There again it was more construction problems than student problems. Although the first dean there, Dean McHenry from UCLA, we hit it off fine.

MG: I've skipped something. You actually moved back to the Bay Area?

JW: We moved back to Moraga.

MG: In 1966?

JW: Right, exactly. I thoroughly enjoyed that experience because, as I say, for a young attorney, I mean, things were hopping. They made us all actually officers of the regents so that we would have access to anything – because there was a real battle going on, which you may be familiar with, between the administration with Clark Kerr and the regents. The regents at that time were composed of people like Norton Simon and Katherine Hearst and Dorothy Chandler, Ed Pauley all these people who were well known and felt very sure of themselves. And so did Clark. I might say, Clark Kerr I was fortunate enough to know a little bit because he really enjoyed rugby, so he would have us up there quite a bit for receptions and things. But that got, unfortunately, pretty ugly. But I was actually in the room when all that took place. Again, everything was – I mean, the lines were drawn in the sand. But for a young attorney, it was a great opportunity.

MG: Did you meet Reagan in counseling at that time?

JW: No. I don't recall having done that. I remember Jesse Unruh very well. Again It's just interesting to think the things that you remember, because I remember one

particular time when they agreed that no one would talk to the press after this meeting. Jesse, just as he was leaving, he said, "Well, gosh, it's unfortunate, but you know I'm going to have to go right by them to get to my car." And everybody kind of said, "Oh, okay." I just happened to follow him out. His car was straight down the stairs, right down in the lot. The press were down at the other end of the hall. (chuckles) Believe me, he got to the press. But, I mean, there were just a lot of things going on, a lot of things going on.

As I say, as a young attorney, I handled a couple of pure political lawsuits and hearings in the Alameda courts. They were getting a lot of headlines, so as I say, for someone young, it was pretty exciting stuff.

MG: How long did you stay in Moraga?

JW: Only about a year and a half or two. I would have stayed much longer, but my wife wanted to get back to Fresno, even though she was not from Fresno. I think, you know, we were out in Moraga, and I probably was pretty well occupied. By then, with two small children, and so forth, I had to kind of cut it short. But it was not because I wanted to. I was having a great time.

MG: Did you ever consider working for the trustees of the California State University system?

JW: I never really had that opportunity, or one that came along, but I certainly would have. I would have considered that. To be honest, I couldn't believe it when I went to interview because I expected a long process, and I was, as I recall, offered the position within ten or fifteen minutes after we started talking. And it was one of the first things I did solely on my own in the sense of no one other than my wife

knew anything that I was even doing it. But it was kind of important to me in terms of independence, I think, frankly.

MG: So you moved back to Fresno in '68 or '69?

JW: Mm-hmm, '68 I believe. That's when I went with Baker – then it was Gallagher, Baker, Manock.

MG: And it's now Baker, Manock and Jensen.

JW: Right. It was at one point Gallagher, Baker, Manock, myself, and Wanger. And Ollie Wanger is the federal district court –

MG: Ken Manock is the son of the previous Manock?

JW: No.

MG: No, he is the original Manock. He must have been a relatively young man.

JW: Yeah. Baker and Manock were both relatively young. What had happened, the firm is actually approximately – well, it's a little over a hundred years old. That's just kind of – it depends on how you measure these things, because it's obviously not exactly the same people by any means. But that was an old firm which included a lot of well known people, including Gilbert Jertberg, who was one of my grandfather's closest friends and rose to the Ninth Circuit, which is the highest jurist of anyone in this area, as you know, just one step below the Supreme Court. He was very well politically connected with Herbert Hoover and Earl Warren and others who were in that house that was right across from my grandparents there on Wilson.

MG: So you moved back to Fresno to take a job at Baker, Manock and Gallagher.

JW: (chuckles) Yeah, and all the rest of them.

MG: That was in '68. Where did you live then?

JW: I have to think here a minute. We built a house; I guess is what we did. Came back and rented a home and built a home. Found a lot and over a short period of time built a home.

MG: Where was that?

JW: It was on Barstow just between Van Ness and Forkner.

MG: Ok is it still standing?

JW: Yes, and only one other owner, and also connected with the university, the soccer coach. I had some fun with that house because I installed some stained glass windows, which are still there after all these years, which surprises me more than anybody else.

MG: Were they made locally?

JW: I made them. I had a friend whose family was in that business, and he set up a small operation here and he let me just go in and work with these – the installation was tougher than the rest of it; than any other part of it.

MG: When you say "make them," you did the glass and the leading?

JW: Yeah. He had quite a good supply of antique glass. It's a little tricky because of various thicknesses and so forth, but we finally – and they weren't real ornate or real complicated. They were fairly straight lines. But when you're doing eight foot windows on each side of the fireplace, the chimney, and so forth, as well as another one, it was a challenge, but it was fun.

MG: What kind of business were you doing at the law firm at that stage? More corporate law?

JW: Pretty much the same, the estate planning and wills, and then the corporate and real estate transactions. Those were the major areas. We were downtown on the Mall in the old Security Bank building.

MG: How long were you at that law firm?

JW: I was there until the end of '72, pushing '73, I guess.

MG: Four or five years?

JW: Yeah. I think it really amounted to about five, or just over. And I got itchy again, I guess, and started to look for things. The first opportunity I had, which I was all set to do, was to be a liaison for Floyd Hyde, who had been a mayor here and had gone back to Washington and was the undersecretary of model cities and – community development I think is what they called it. He had about two-thirds of the HUD budget, under Romney. He was under Romney.

MG: In the Nixon administration.

JW: Yeah, and I'm having trouble with the exact timing because it was over a period of months. On about the third visit back – in fact, my wife was with me, we went back to get a house and a location and all that – Romney resigned. Actually, right when I was on the flight coming back. As we all know, that opens all kinds of situations. So Floyd said, "You're welcome to come back, but of course I can't guarantee what's going to happen." So I took a little different direction and instead went with a developer. It was actually a partnership between Kaiser Aluminum and Aetna Life, called Kaiser Aetna, which was a worldwide, by then, real estate development firm which did all kinds of products, everything from residential to commercial.

MG: Where were they based?

JW: They were based in Oakland because of Kaiser, and so forth. It was a partnership was the form of their agreement. What was interesting is they eventually determined that they were just not compatible partners because the Kaiser people were manufacturing people and they counted the widgets at the end of each year; and whereas, the Aetna people were used to real estate because that's how they put a lot of their money out, you know, for investments. It was a friendly divorce, so to speak, but it still amounted to—

MG: You worked for them as a counsel?

JW: I went in with the understanding that I was looking for a management opportunity. That was the situation, and I was given the southern region, which was Southern California, and several, Arizona, New Mexico, and so forth. But it was with the understanding that that's what would happen. Believe it or not, on exactly the one year anniversary of my employment, I was given the regional management position down there. But also, which was extremely unusual, they let me keep the legal as well. Usually, they don't like to do that because of the checks and balances.

MG: But you were still living in Fresno, working out of Fresno?

JW: No. We moved to Newport Beach. It was a long process because our offices were in downtown Los Angeles, in the Coldwell Banker building there right off the freeway in downtown Los Angeles. The then regional manager wanted to go to Newport because that's where he lived, and it eventually happened. But all of that took quite a while. I commuted for a long time.

MG: You left the law firm in Fresno in late '72 early '73 and took a job with Kaiser Aetna and then moved to Newport Beach?

JW: Right.

MG: How long were you there?

JW: I was there until '79. That's when they determined that they were going to dissolve, and so forth and so I thought it was time. One significant thing that happened during that time, about '75 roughly, is when I was divorced. Although Diane and the kids did stay down there until about '78 and moved back to Fresno, they moved back.

MG: So they stayed in Newport Beach, and your children were ten, twelve?

JW: Yeah, they were still pretty young.

MG: They were in school in Newport Beach.

JW: Right. Actually, in Laguna Beach because that's where we lived.

MG: You moved from Newport Beach to somewhere else then?

JW: I stayed in Newport Beach, but the house was in Laguna Beach

MG: And when you left – when the Kaiser Aetna thing dissolved, where did you go then?

JW: Well, I was offered to be the first general counsel for the Irvine Company, because a classmate of mine from law school was with Latham and Watkins down there, and they were doing a lot of work for them. I got the offer. The problem was, it was right when the family was having a lot of disruption down there. Joan Smith, one of the daughters, was really unhappy. So I waited several months for that to sort of sort out, and it didn't. That's when I decided that I'd come back to Fresno.

Also, kids were here, my children were here, and I was being offered some opportunities from former clients, and so forth. I thought it would make more sense to come back.

MG: Where were living and where were your children living? This was in 1979?

JW: Yeah, '78, '79. They moved back, I believe, about a year or roughly a year before I moved back. I moved back, I know it was somewhere around mid-'79.

MG: And where did they live?

JW: Here in Fresno?

MG: Yeah.

JW: They lived just off of West, just north of Bullard, on Calimyrna, I think. As I later lived on Calimyrna. Yeah, Calimyrna.

MG: And where did you live?

JW: When I came back? I gotta think a minute. Where did I go? (chuckles)

MG: Did you rent an apartment? Did you buy a house?

JW: I later bought a house, not initially. I went into an apartment. I think I rented a condo, as I recall. But eventually I did buy a house. In fact, also on Calimyrna but a different part of it.

MG: What did you do for work when you came back to Fresno?

JW: When I came back – I had done quite a bit of work for First Savings and Loan, for Carl Falk and Don Schaeffer. They asked me to come with them and do several things, be corporate counsel, but also straighten out some of their joint ventures and their real estate development, which had gotten – not really sideways, but they had some – they wanted to do more, too. Because of my experience with Kaiser Aetna

and others in the development end of it, it seemed like a good fit. And I also was free to do a certain amount of private practice work, which I did. Then, we quite soon after I got back, we moved to that office out here on East Shaw, right near 6th there where the –

MG: Were you employed by them, or were you in private practice?

JW: Both. I had quite a bit of flexibility and it worked out fine.

MG: And your private practice was just you? It wasn't a partnership or anything?

JW: Exactly. But a good part of my time was, of course, for them. I've forgotten exactly how we set it up, but it was nice to have some freedom to do some private work.

MG: Where was your office?

JW: It was on East Shaw, 1515 East Shaw, which is just north of 6th on the south side there, complex and-

MG: So this is the early eighties. You're working partly in private practice and partly for some people doing development and banking.

JW: Right.

MG: So that went on for some time?

JW: Mm-hmm. And I think during that time was when I did a little bit of teaching here and there, probably a variety of things. I've kind of forgotten the sequence. But that's what happened until 1986 is when Lou Eaten over at Guaranty Savings and Loan asked me to come over there and do somewhat the same thing I'd done for First Savings, particularly in connection with the development projects which they'd gotten into a few that were challenging.

MG: This was again from your private practice rather than being employed by them?

JW: In that situation it was full time. I was given several projects. Probably the most important to me was, we were going to build a new headquarters for Guaranty, and that also included Jesco, which was their computer services, and so forth. But they wanted to bring everything together, so I was asked to put a team together, which we did, right from scratch. I always thought they – that is "they," the management and the board of Guaranty – would probably participate a little bit more, but that's really not what happened. That was an interesting experience because we got it all ready to go – in fact, we were eight days away from groundbreaking. The wine glasses were etched, all set. And there was a disclosure of a real financial problem, exposure, for them. Their chief financial officer had gotten them out of position in some bonds, the only holder of which was the country of Japan that had more than they did, so that kind of tells you they were a little out of balance. It just scared management.

And to have a wonderful model – and bought the land, and it's the land that is directly across from Woodward Park out there that has the u-shaped by trees. We bought thirty acres from the owners out there. It was going to be quite a project. As I say, it was all set. Three buildings to start – a five-, three-, and one-story. And then we were going to do another four-story a little later. A lot of water play. It was going to be neat.

MG: Was that the end of your working arrangement with them?

JW: No. Actually, what happened is, I kept inheriting departments and was asked to reorganize a number of things. So when this all occurred, this financial challenge, they just decided it was time to sell, the family and the others who had the – so we

went into this merger mode. Originally, we thought it would be Great Western, but it turned out to be Glendale Federal. At that point, I was asked to head all of the Guaranty, all of the valley for them in the merger, so I became part of the Glendale Federal executive team and had to fly down there every week for three and a half years.

MG: And when was that?

JW: That would have been – oh, boy, this was more like close to '90 by then. It could be '91, but it's either '89, '90, or '91, in that timeframe.

MG: To go back on the personal front. You remarried in 1986?

JW: Eighty-nine.

MG: Eighty-nine. And where did you meet her?

JW: Mutual friends set it all up, at the Ripe Tomato. (chuckles) We actually had met about six years before we –

MG: Had she lived in Fresno for a while? Was she from Fresno?

JW: She's from Exeter originally but did go to Fresno State, was in the nursing program. In the early eighties, she went back to school to get a Ph.D. in psychology and now has a clinical practice–

MG: And she's a practicing psychologist?

JW: Mm-hmm.

MG: What is her full name?

JW: Those are the tough questions. (chuckles) Judith Ellen Knapp.

MG: And she was married before?

JW: She was married before.

MG: Did they have children? Do you have stepchildren?

JW: Two, who when I first met they were three and four years old. So, of course, I feel I've known them – but I adopted them as soon as we were married. They've both done very well. One's an attorney and one's at Harvard in the Ph.D. program.

MG: So you continued working with the Guaranty arm of Glendale Federal in the nineties?

JW: For several years, and then – now that I think of it, that would have probably gone from about '89 – probably that merger was concluded more like in '89, and I stayed on for three and a half and then left. Going back and forth, and all of that, was a little bit tiring after a while. Although, it was interesting because I was on executive investment and all the committees, and so forth, and was part of a very large operation. We had operations in Washington and in Florida, and so forth. So it was a great opportunity. But it just came the time to maybe do something else. So I made a very easy transition. I went over to what we call of counsel with McCormick Barstow law firm, because they'd been our counsel for many years, and it was a very easy transition.

MG: And you worked for McCormick Barstow for how long?

JW: Just a little over a year. They were downtown then. They were just getting ready to move north. It was just a situation where I felt that probably I needed a little more flexibility in that sense. But they're a great group of people. I enjoyed it.

MG: So it was in the nineties by the time you left then?

JW: Yes, it would have been about '93, I guess, by then.

MG: And then what did you do?

JW: Well, I was offered a situation for a short time with the Bank of Fresno. It was going through its various stages, too. So I spent a little bit of time with them, but not long thereafter I associated with Wild, Carter, Tipton and Oliver at that point, which is again a mid-sized law firm. That worked fine until both Bob Carter, one of the senior – retired, and then Bob Oliver, who is a very close friend, decided to go on the bench, and that changed that firm quite a bit in terms of how it operated. So I sort of took a break there for a while and did a little bit on my own. I found, though, that I needed to get back to work, so about three years ago, I went back with Baker, Mannoek, of counsel, which is a very flexible arrangement.

MG: They have the big office just north of Fig Garden?

JW: Yes, right.

MG: Do you go there every day?

JW: Yep. I'm probably the first one in, to be honest with you. I usually am the first in every office – I've made a lot of coffee over the years. (chuckles) I get there –

MG: Well, also you get a parking place.

JW: Well, that's true, too. But I like that quiet time. So it's worked out pretty well.

MG: You haven't thought of retiring at any point?

JW: I don't think that would be good. As I mentioned, I tried to kind of pull back a little bit a few years ago, and it's just – I really enjoy, as you know, a lot of the non-profit work, but there's something about being in the real game as far as, I think, satisfaction. It's just keeping the balance that is a challenge.

MG: Before we move on, we have just a couple of things to follow up on. Your children Baron and Skye, did they remain in Fresno?

JW: What happened there was that – it would have been – I have to think of the exact years here. But when they were around age twelve or thirteen, so we'd have to work back, their mother decided to go back to Tulsa because her family then had moved back from San Diego. And it made sense in many respects. It was difficult because, obviously, you lose a lot of the contact. So I was commuting quite a bit, going back there for a while. But they went back to Tulsa and finished up school there, and so forth.

MG: Did they stay there, they moved on?

JW: Well, my son's in San Marcos, just outside of Austin there, which he seems to enjoy. He's primarily working computer science by contract, so forth. And my daughter is in Stillwater, where Oklahoma State University is, and has been involved in, of all things, law enforcement. Well, to be honest, I think what happened, when she was in high school she was working at a restaurant and got held up. She never said much about it, but I think it really irritated her. And she's not very big, she's very small. I think that was her way of – and she seems to enjoy it completely and has done very well.

MG: Are they married?

JW: My son is not, and Skye was but isn't at the moment.

MG: One last thing about you in terms of Fresno. You've been in Fresno now continuously for quite a number of years. Have you lived in the same house all that time, since you were married the second time?

JW: No. When we were married in 1989, we moved into a home on Van Ness Boulevard just south of Bullard, with quite a bit of space. We all agreed that we

probably needed a lot of space, both having – because I'd been single sixteen years at that point. And two boys that were in high school, and so forth. So we needed some space. That worked out very well. But then in 1994, when the older of the two boys went off to Berkeley and Mark, the younger one, only had a year or so to go, we looked around and we scaled down considerably and bought a house out on Fallbrook near the San Joaquin Country Club. That's worked out pretty well.

MG: Okay. Very good. I think we've covered the timeline of your life and work, and so on.

JW: I know it raises questions whether I can keep a job or not. I'm still trying to figure out what I'm going to do when I grow up, so that's okay. (chuckles)

MG: I'd like to talk about community involvement in the first instance, and specifically involvement with Fresno State. Could you tell me which areas of the community you've been particularly interested in?

JW: When I came back to Fresno out of law school, for whatever reasons, and I suppose it had to be largely an influence of my dad, who had been very involved in a number of things, and I don't know whether it was from a competitive standpoint, or whatever, but I found myself immediately involved in several projects. The first one, actually, was the old theater group that, when it existed, was out on Butler, out on the other side of town.

MG: What was it called?

JW: That's what I was trying to think, exactly what it was called. I believe at one point Gordon Godey was kind of the director out there, before he had the other theater, and so forth. I know we got involved in a project to refurbish the Memorial

Auditorium, and James Hallowell and myself and Dick Hodge took that on. I was kind of reflecting the other day when I heard – well, it's been a few months – but when I heard they were going to have to redo that auditorium again at the moment. So I figured if it'd been around long enough where they're redoing what you had done, it's probably been around a while. (chuckles) But it was a successful project, I think, and it was one of the first things that I got involved in.

That and the – what was known then as the Art Center, which is now the Fresno Art Museum, but the one out in Radio Park. My dad had been very involved in that, in locating that. I know I became president of that in '68, I guess when I came back, just after I came back in '68 or '69. So those were two particular things that I was involved with.

At that time also, what was going on was the city and county began requiring the cultural groups to get together. Rather than having all these appeals every year for the budgets, they required that we get together. And Carnie Hodge, who was involved with the Philharmonic for years – and they were the strongest cultural arts group at that time by far. They were considerably ahead of any of the other groups, the opera or the Art Center and everything. For one reason or another, I always ended up with having to make the pitch, but it was Carnie Hodge and the Philharmonic who had all the clout. So I mean, really. But we did that, and as a result of that we formed a Cultural Arts Committee for the Chamber, which no longer exists, unfortunately. It was, I think, one of the first attempts, at least where I was involved, of trying to coordinate the cultural arts group a little more.

MG: Are you saying the city and county insisted you do this?

JW: Absolutely. They wouldn't even hear you. They just got tired, I think, of all those appeals.

MG: What about your involvement with Fresno State? I know that you were a founding member the, of what is now the Friends of the Madden Library and you've been a Madden Library associate.

JW: Right. Again, I can't recall the exact year, but I remember when a group got together – well, it's a little bit like what we did for Channel 18. I remember being on that Friends group when it first started. But I know a group of us – Madeline Davidson and others, Carol Rotter and – I can't remember all the individuals, but it was a good group. It came together quite quickly and we were able to then attract some – I know Bob Woodward came out for one of our receptions, and so forth. So it was a good start.

MG: This was after Henry Madden's time, was it?

JW: Yes.

MG: You knew Henry Madden?

JW: Well, I just had a vague memory – I remember my dad talking a lot about him and all of that, but again I don't remember the exact sequence. I remember the event when we gave the special collections, because of the photographs probably more than anything, but I wasn't that involved, like my dad was. Of course, I was quite young then, at that particular time.

MG: So the associates, I think, Mrs. Lillie Parker was the university librarian.

JW: Right. I remember working with her on something, I mean, over the particular time.

MG: You were on the board of the association?

JW: I don't recall that name. That's why I'm not sure of the timeframe on that. I recall that it took several years to get the Friends kind of up and going, and then I, I think, became less maybe, engaged at that point for a while. But I know she was –

MG: Well, your family's gift of the Woodward Collection and special collections, that was during Madden's time.

JW: Yes, absolutely.

MG: So you had that connection when the time came to found the associates.

JW: Absolutely. Of course, it was, again, my parents and my cousins' parents that – well, my dad, I'm sure, is the one that drove that, because they didn't even live in the area, the O'Connor group.

MG: You've also been involved with the university well beyond the library. You've been on the president's board or whatever its called–

JW: Well, going back to the – the sequence I remember, one of the first parts of involvement was the President's Club, at that time, which was really –

MG: Who was the president at that point?

JW: Good question, because I remember Leon Peters better than I do – who really spearheaded it and always kind of kept it together. I don't recall.

MG: Was it Frederic Ness?

JW: I knew him and others, Baxter.

MG: I think it was Frederick Ness, then Norman Baxter, then an interim with Carl Falk, and then Harold Haak.

JW: Okay. Because I knew all of them but in kind of different ways. In fact, when Carl – going back for a moment to those times when Fresno State experienced what Berkeley had experienced earlier, I was asked to be a hearing officer on a couple of situations out here. It again, wasn't very pretty. It was not a good time.

MG: I came in 1988, and there were several faculty members had very vivid negative memories of that time that lingered on for quite a while.

JW: Yeah, it was – but I recall, my involvement started, other than those items that we've mentioned, frankly, a lot with the athletics, particularly when Boyd Grant was here, with basketball, and so forth. And football, too. Because I used to go to all of that, you know, for a long time. Then I think kind of one thing led to another. It kind of became a second home for me, I mean in terms of the university involvement, and so forth. Of course, as we all know, the University of California and Stanford don't let you go easily. (chuckles)

MG: The misfortune of still in the same state, they can find you.

JW: Yeah. (laughs) Well, it just – but then as your children come along, they're going, it brings you right back into –

MG: And have you been involved with the Bulldog Foundation, then?

JW: For quite some years I participated in the normal seating and scholarship programs, and so forth. And it was only later that we kind of phased out a little bit of really going very regularly for a lot of those events.

MG: What about the Fresno State Foundation, and you've been a member of that board-

JW: Probably fifteen years or so, or more. Bob Oliver was the one that I'm sure got me more involved there, which I've really, really enjoyed. Now, of course, having gone through several of the committees, as well as the board itself, the challenges are greater, needless to say. It's also been very rewarding. Now, at the moment, I'm chair of the Audit Committee, as well as – I went also on the Association board, which is another auxiliary which handles the student housing and book –

MG: Have you done any legal work for the Foundation?

JW: Uh, no. The only legal involvement would have been in connection with the hearing officer way back in those days. Generally, I try to separate those, whether it's in a for-profit company or a non-profit. Funny you say that because just today I got an e-mail trying to pull me into that role, and one has to be a little bit careful.

MG: We at the library, the thing we're most grateful for currently to you is your heading up our leadership board as part of our contribution to the comprehensive campaign sort of way. Like I say, we are very grateful, but what made you decide to focus on that? Was it the connection with the special collections?

JW: Well, I think that's what had a lot to do with leading to it, because, as you know, after looking at some alternatives in terms of even our own family documents, and so forth, I got to know people like Tammy Lau and others here who were interested in what we were doing, which led, undoubtedly, to the endowment to help add to it and support it, which Judy and I did some years ago. Then I think it was probably just the next natural step to try to be a real participant in this whole endeavor, not just passively. I think we've accomplished a lot. One of the challenges, to me, was that because of the timing of the new building, and so forth, we were out front and

a step ahead of the comprehensive campaign. So a lot of the issues that have to be resolved immediately, we kind of had to – as you know, you were right there. I think we've worked through most – now they're catching up with us. But I think it was very fortunate that we got off early. Because, even though maybe we didn't go quite as fast as we would have liked, in some respects, now we're in a better position to –

MG: I think you know this, but I think it's worth commenting on the fact that the structure we set up, the leadership board and you've you know, led us in, has been emulated in various other places on the campus. It's cited this is the way to do it, get people involved and then create networks with their friends, and so on. So I think it's not only been successful but it's been very well done. In the waning days of being the dean, I'm very grateful to have worked with you and it's been a great pleasure to work with you.

JW: Well, thank you very much. I might mention that a few years ago, I was on the advisory board or committee for social sciences about the time they determined that they would need development officers in each of the schools, and so forth, and at the time I thought that's going to be quite a challenge, given all the other demands, and so forth. But as we look at it today, it's just the beginning.

MG: Well, are there any other areas that you need to talk about? Do you have grandchildren yet?

JW: We have four grandchildren. The oldest is seven.

MG: Where do they live?

JW: They're in Fresno. That changed our routine a little bit because we had been going to the coast pretty regularly, so we kind of changed that a little bit for a while.

MG: When they get older you can take them with you.

JW: (chuckles) It's been great. Of course, grandmas really like to be close to the – when they're small. Then I think some of us, the guys, are kind of waiting so we can go fishing, when we can do some of those things. It's been fun and it's been very rewarding. I guess I was never quite sure whether I would finally stay put here for a while, but I'm sure glad I did. Having said that, I'm glad also I was able to get out a little bit, because I think sometimes we get more concerned over what we don't know than anything else. There again, I encouraged my kids to get out at least and find out what you're not missing as much as – then if you are, then you can go back and go that route.

MG: I'd like to close by thanking you very much for your service to the university and to the library in particular. As I said, it's been a great pleasure knowing you.

JW: And likewise, and I wish you well.

MG: Thank you.

END OF INTERVIEW