

J. EDWARD ZOLLINGER

When time came to choose a college in 1923 for Ed Zollinger, he chose William and Mary because he was offered a state scholarship here. His activities, such as work in the dining hall as a waiter and as manager of the baseball team, he describes in this interview, along with his associations on various boards (Endowment Association, Educational Foundation, and Board of Visitors). A retired I.B.M. executive he was named head of the three-year fundraising Campaign for the college the day before this interview.

Mr. Zollinger made a number of minor corrections and additions to the manuscript before it was retyped.

J. Edward Zollinger

May 15, 1976

Tucker-Coleman Room
Swem Library, Williamsburg, Va.

Williams: I know, Mr. Zollinger, that you were in the class of '27, and I always like to ask people first: "What was it that attracted you to William and Mary" -- it must have been in the summer of 1923?

Zollinger: That's right, the summer of 1923. It was in the spring of 1923 that I began to think of where I would go to college. We didn't have much money. The principal of my high school got me a state scholarship to take care of my tuition at William and Mary, and that's how I happened to come here.

Williams: And you were going to teach then to pay it off?

Zollinger: No, no. You didn't have to pay that back. You just came and didn't have to pay any tuition as long as you maintained the grade level that was satisfactory. I had had a brother who was in school here before World War I who attended the Academy (a preparatory school) and then a year at the college.

Williams: Yes.

Zollinger: I had that much of a family association with the college. But that was very minor; the scholarship is the thing that really brought me here. It was the only one I was offered.

It was a very interesting period, quite different from the way Williamsburg is today. I shipped my trunk by express on the train. We got off the train at the railroad station and

walked from the railroad station up to the college, where we registered. I worked while I was in high school, so I didn't have a chance to participate in athletics particularly, but I had some idea that maybe I'd like to play football when I got to college. I was very small -- only 125 pounds -- and I remember quite well on my way up from the railroad station late in the afternoon we walked past what is now part of the village green, I guess, down in front of the Governor's Palace. (There was a high school on that site where the Governor's Palace now stands). The football team practiced on the village green down in that big green area in front of what is now the Governor's Palace. (The men's gymnasium was where the James Blair building now stands). The football team was jogging up Duke of Gloucester Street, and I saw the size of those fellows, with Lee Todd and John Todd, and Kerno House, Meb Davis, and Frank Elliott some of those boys and I decided football wasn't going to be for a boy my size.

I came expecting to be able to stay here for perhaps two years at most, but after my first semester I was fortunate enough through Dr. J. A. C. Chandler, to get a job waiting on tables in the dining hall. That took care of my board, and I had a scholarship that took care of my tuition, so I found that I was going to be able to stay in school a little longer if I kept my grades up. As a result of that, I was able to stay here four years instead of two, as I had originally thought was

the only thing possible for me. And I became involved: I was initiated in a social fraternity -- Sigma Phi Epsilon--. The brothers in the fraternity got me involved in student activities: publications, the student's handbook is one thing I was involved in, selling space in that. All of us in the fraternity had to go out for some type of activity. There were about fifteen of us pledged that first year, and each of us had to designate some area of school activities we were going to participate in. I decided to go out for the managership in baseball, and I worked with that real hard for several years. My senior year I was managing the baseball team and represented my fraternity on the interfraternity council. The experiences I had with student activities in that day and age and my fraternity activities got me involved in many things outside the classroom that gave me a lot of experience working in situations and with things that you have to do when you get out in real life. I found that has been very, very helpful to me.

On the scholastic side we had degree requirements we had concern ourselves with, and since I had not originally planned to go to college, at least for a four-year period, I didn't worry about degree requirements. I had not taken Latin or a modern language in high school, so I found out at the end of my second year (at William and Mary) if I was going to get a

degree I had to make up two years of Latin from high school and two years of modern language. I had to do this in my last two years so I went to summerschool two years. I ran the fraternity house, which by that time was on Richmond Road between the two big churches. I rented the house from the fraternity and took in roomers during summer school, maintained the house, made beds, and swept the floors. I worked in the dining hall again to take care of my meals. I was able to make out reasonably well.

Williams: With a lot of hard work.

Zollinger: Yes, it was work, but very interesting.

We had student publications, students handbook, and the Colonial Echo. Carl Andrews was editor of the Flat Hat, and Jimmy Barnes was editor of the Colonial Echo our senior year. I was photographic editor, for the Colonial Echo my senior year. I had the job of getting people certain places to have their pictures taken and getting the photographs in the right places in the Colonial Echo, and collecting the money for them.

In those days the freshmen wore "duc"caps, and a week before the Richmond game we always had to pass by old Lord Boteourt and take our hat off and salute and yell, "C'mon Richmond" because that was our big game. On Friday night before every home game we had huge bonfires. Primarily the freshmen piled up sticks, logs and boards and built a huge bonfire.

We had a lot of celebrating, a lot of college spirit. I like to feel perhaps we had a little more college spirit in those days than they have now because we didn't have as many distractions as they have today.

Williams: Right. A smaller school.

Zollinger: It was in prohibition days; there were no beer parlors and no automobiles. We had a dance every Saturday night in the women's gymnasium -- they've changed the names of the buildings--

Williams: Jefferson?

Zollinger: It was Jefferson. We had a dance every Saturday night. It cost you a quarter and we had our own band. Cotton Rawls now a distinguished surgeon in New Caanan, Connecticutt was the leader in the band.

Williams: Did'most everybody go to the dance?

Zollinger: Yes, 'most everybody went to the dance, and once a month we had a coed dance, where the girls would invite the boys to dance and break in on the dance floor which gave them a chance to get back at the boys who had neglected them at other dances.

Williams: And I found you were in the Cotillion Club. Now what was their functional purpose?

Zollinger: They promoted the formal dances.

Williams: Promoting the dance?

Zollinger: Yes. We had two or three formals a year but we ^{had} pretty good times at the informal dances.

Williams: Sounds like it. Is there any one single event or experience that stands out in your mind from those years?

Zollinger: Well, there were a lot of things that happened. Of course, we beat Richmond in football every year in that four-year period that I was there. Those were events I well remember. William and Mary played a post-season game with the Hascal Indians which was a big-time team in those days. We played in Richmond, and we lost 14 to 13 -- a very close game; it was a real good game. We also had a postseason game one year with the University of Chattanooga. I believe it was Coolidge who was on campus to receive a degree about that time.

Haskell (Kansas)

Williams: Were you here when Coolidge came? Do you have any recollections of the day Coolidge came?

Zollinger: Yes, we were all excited to have a president on campus, and everybody from the town and the college turned out to see President Coolidge at the meeting in back of the Wren Building. I expect it was the first time most of the students had ever seen a president.

Also, I remember when each class when I was here, had chapel. The chapel in the Wren Building was used regularly, and Dr. J. A. C. Chandler, who was our president at that time, could speak to an entire class in that one room. I've forgotten what the exact enrollment was, but it seems to me it was around seven or eight hundred.

Williams: Were you here when the KKK flagpole was dedicated up at College Corner? It's not there anymore.

Zollinger: There was a flagpole dedicated on the corner across from what used to be Bob Wallace's bookstore. I do not remember the dedication.

Williams: That's ~~Right~~.

Zollinger: And then Bob Wallace had a tea shop in back of the bookstore, and the more affluent students were able to eat in the tearoom. They didn't have to wait on tables and they could afford to pay a little more for board than we did. The dining room was in back of what is now the student center, and our freshman dormitory was in back of that. It was an old World War I barracks building.

Williams: One of those. Yes, I've heard about those.

Zollinger: Yes, the barracks building had rubberoid all over the sides -- not very fancy but very convenient to the dining hall. But, we got along pretty well; we didn't have as good accommodations as they have today. A lot of buildings were being built during my student days. I think Blow Gymnasium was probably completed about that time.

Williams: It would have been.

Zollinger: And there were several dormitories being built during that period of time. The men's dormitories were out the Richmond Road area, and the women's dormitory was out the Jamestown Road area.

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Williams: It seems to have been a particular interest of Dr. Chandler's. What was the student's view of Dr. Chandler as you recall it?

Zollinger: Well he was pretty stern. They had some yellow journals occasionally; I remember Jimmy Barnes getting kicked out of school (he was editor of the Flat Hat) because he put out a yellow journal. He was out of school for a year after that. And of course, in those days conditions being such that they were, the President or the Dean could very easily call a student in and send him home either for not making the grades or for any infraction of the rules. That was in prohibition days, and any involvement with alcohol was grounds for dismissal. Occasionally we'd sneak some bootlegged liquor and have a little party at night. It had to be kept very quiet --

Williams: Of course, yes.

Zollinger: Because if you were caught it was grounds for dismissal. There were no such things as hearings or that sort of thing. However, in cases of violation of the honor code there were student hearings by the honor council.

I remember on one occasion we played football in Annapolis. Several of us slipped on a boat in Norfolk that went to Baltimore. Anyway we got on the boat and hid in the hole, and we bummed a ride on the boat as stowaways. We attended the game and then had trouble getting back home because we had to thumb our way. There weren't nearly as many automobiles then as there are now, and I was two days late getting back to school. The next morning I was called to the dean's office and advised, "If that happens one more time, you go home."

Williams: Very strict.

Zollinger: Yes. The rules were very strict. Attendance was mandatory. Our classes were in the Wren Building. The whole Wren Building was used. I had most of my classes in that building. All absences from class were reported to the dean's office.

Williams: And that was before it was restored.

Zollinger: Oh yes. Well, none of Colonial Williamsburg was there.

Williams: Right, none of Colonial Williamsburg was there. So you had left probably just before they started restoring the Wren Building?

Zollinger: Well, I waited on tables when they served John D. Rockefeller, Jr. Dr. Goodwin, who was head of Bruton Parish and Dr. J. A. C. Chandler were entertaining Rockefeller and promoting the restoration of this area.

John D. Rockefeller was national president of Phi Beta Kappa and was very much involved in planning, raising funds, and building the original Phi Beta Kappa Hall (this burned later and was replaced by the present building). Each time he came to Williamsburg during this period Dr. Goodwin and Dr. Chandler saw to it that he was given a tour of the historic cillage. Where the Powder Horn is -- I think the roof was off of it, and there was a big crack in it down one side. Where the Capitol stands there was open ground and nothing but a placque there citing this as the former site of the old Capitol. Where the Governor's Palace is now there was a large high school right on top of that ground. Of course, all up and down

the Duke of Gloucester Street there were private businesses, a theatre, post office -- other things associated with it. Bob Wallace's on the corner was a favorite hangout place. He also had a pool room next door, and he had a tearoom over on the other side street. (I forget the name of it; it was across the street from where the flagpole was installed.) There was a Kandy Kitchen, a Greek restaurant, and the drugstore, and that was about it until you went further downtown to the post office and the bank. (It was where the Peninsula Bank was -- way down there on the block this side of the Powder Horn). Of course, the county courthouse is still there. But being involved in waiting on tables during the period that the idea of the restoration was being sold -- as students we didn't know really what was going on.

One big event of the year for those of us who waited tables in the dining room was that the Garden Clubs of America would come to Williamsburg every spring. And there weren't any facilities here except the college facilities, so large groups ate in the college dining hall. They were served in the dining hall, and they knew that we were students working our way through school. The tips we got were just fantastic. Women like Mrs. Edison, Mrs. Ford, and Mrs. Firestone -- women in that category were coming down every year. With the luck involved in who you happened to have at the tables which you had, we elected to pool the tips so that they would be distri-

buted evenly. The fellow that happened to draw the table where somebody was going to put a \$20 bill under the plate -- it wasn't quite fair to the fellow with the table next to it who didn't have anyone who would put more than a dollar. So we pooled all tips and we made out pretty well. We could make fifteen or twenty dollars each on one or two meals.

Williams: I'm sure you looked forward to their coming!

Zollinger: We sure did! That was a great bonanza for us.

Williams: I'm sure it would have been.

Zollinger: And everybody ate in the dining hall in those days except a few (as I said) more affluent students who could afford to pay a little more and eat in the tearoom. We had to go over early and get the tables set up and eat and clear the tables after each meal.

Williams: It was a fulltime job.

Zollinger: Well we served three meals. We waited on tables for three meals every day.

Williams: Yes. Apparently there were a lot of people who did do that -- people like Dr. Paschall, and you mentioned Mr. Andrews; I think Dean Lambert was one of them too. It must have been a very popular position, too.

Zollinger: In our senior year Dean Lambert and I drew the assignment of manning the two doors. There were two doors of entrance; he had one and I had one. We opened the doors to let the students in;

after a week of school you could recognize any stranger coming in the crowd. We had to collect for visitors who came in, and then we had to make the announcements, so we were kind of captains. We had it a little easier our last year as we didn't have to haul the big trays and heavy dishes around.

Williams: Mr. Kent said something about you used to wish you'd get a table full of girls; if you had a table full of football players, you'd be run ragged.

Zollinger: Yes. They had three or four tables lined up; for the football players who ate together. They were pretty heavy eaters.

Williams: I'm sure. Then after you graduated did you go with I.B.M. immediately?

Zollinger: Yes. I was in the business school, and it happened that I.B.M. was later coming down to interview that year. (that was the spring of 1927). I had had a very interesting interview with Southern Railway, with a man by the name of McGuffy, whose brother wrote the McGuffy Reader used in schools for years and years. He was a very odd individual as far as we were concerned because he started asking us questions about ancient history and things like that -- nothing about business or what you knew about accounting or management or sales or anything like that. It was all on ancient things.

Williams: That is unusual.

Zollinger: Those of us in the business school had had an opportunity to work up at Miller and Rhoads in Richmond from Thanksgiving until Christmas. William and Mary had extension courses in Richmond

and we went to night school up there to keep our work up. We were able to make some money during that period working in the store as sales persons. Then they gave us lectures after working hours on the operation of a department store. They'd go through the whole purchasing procedure: and how they handled the control of the merchandise and the accounting operations -- the procedures they went through, sales checks, accounts receivable and accounts payable, and charges, processing. They gave us some good actual business experience.

Williams: It sounds like it.

Zollinger: --as well as giving us a chance to make some money.

Williams: Right. Did you feel like your academic preparation here in the business school was as sound as any other that you ran into?

Zollinger: Yes, it was very good. -- At that time, the Harvard Case System was used. Dr. Fitchner, the head of the business school, and several professors -- Professor Nielson is another one I remember -- they were all trained at Harvard, and used the same texts they used at Harvard. Other dedicated teachers like Dr. Hall in English, Dr. Morton in history, and Tasker a coach who coached football, baseball and basketball had a great influence on our lives. It's an odd story how I came to be with I.B.M. because as I say they came down late. Ed Douglas, whom I got to know real well later on, was doing the interviewing, and Dr. Fitchner had asked me to get a group of boys together for interviews. We did not have a placement office. I got about eight or ten boys together, and we met over at our fraternity house.

I arranged the interviews, scheduled them and so forth, and when Douglas finished his interviewing he handed me an application. I said, "Well, I have a job." I had already made a tentative commitment to go with the C & P Telephone Company. The telephone company employed quite a few of our graduates at that time, particularly from the business school. But he handed me an application and said, "We want you to consider I.B.M." Well, I thought it would be courteous to fill out the form so I returned it to him. In a few days I got a letter offering me a job and saying that I should report to Endicott, New York, at such and such a time. I didn't pay any attention to it. But a few days later I got a telegram sending me the money for my transportation to Endicott. Their school started on the fifth of July and lasted for about six weeks; the telephone company school didn't start until the day after Labor Day. So I figured, "What have I got to lose?" I've never been to that part of the country before so I'll go up and see what that's like, and if I don't like it I can still go with the telephone company after Labor Day." So I got hooked on it -- liked it and spent nearly thirty-eight years in that business.

One element of experience I had had was managing the baseball team. I had to book games for the team my senior year. I booked the games and negotiated the contracts, with some guidance and assistance from Dr. Rowe, who was faculty advisor of the athletic department. I had to make all the arrangements for trans-

portation. We took a trip north. We played Lehigh. We went to New York and played Columbia, and we went to Boston, played Holy Cross. We played Harvard. We played Yale.

Williams: You had a real trip to book.

Zollinger: Had a real trip to book. I remember quite well Coach Tasker, who at least in those days coached football, basketball and baseball. When we got to Boston, he said, "Well I'm going to take you out, Ed: you've worked hard for this job, and I'm going to take you out on the town." So he took me to Lopover's in Boston. I don't think I'd even seen a lobster before, and he ordered a nice, great big lobster, and without telling me too much about how to eat it, sat me down to enjoy a lobster, which is one event I'll always remember because it was quite an experience. But I got a lot of experience -- good business experience -- in handling the managing of the baseball team. I didn't have anything to do with the managing of the team on the field; the Coach did that, but my job was to see that they had uniforms, that the uniforms were clean, to book games and arrange the trips and get tickets to see that everybody had a place to stay, and to arrange transportation and those kinds of things. We did not have a trainer to work on sore arms, sprains, etc., so a part of the manager's job was to work on minor physical ailments. We got a real good break that year because Harvard and Princeton broke off their athletic relationship for some reason which I forget, and I got a date to go to Princeton for one

game. We negotiated a contract for \$2500 for that one trip up there. And on the day of our game Lindbergh crossed the Atlantic. We stopped the game along about the fourth or fifth inning to announce that he had landed. The assistant manager of the baseball team for Princeton was one of Lambeth sons from St. Louis, and he had placed bets all over that campus that Lindbergh would be successful because Lambeth backed the trip. And he really celebrated after that game; he really showed us a good time.

Williams: I'll bet.

Zollinger: But that was real good experience for me, and as I said earlier, I think participating in student activities is a good, essential part of the learning system that you have in institutions of higher education. You have them in high school too, but I think it's quite a bit more advanced in college; you're more on your own. You don't get quite as much guidance, quite as much parental and academic advice and help as you get in high school. I also found that the fraternity provided a living learning type experience that helped prepare me for my career in business and community activities.

Williams: You then would have brought a considerable amount of experience when you came onto the Board of Visitors. Now you were one of the first out-of-state appointees on the board. I wanted to ask you did you at the time view that as significant

because I know there had been talk for some years that they should have out-of-state members on the board?

Zollinger: Well, I thought it was very significant. As a matter of fact, it was one of the very pleasing things about my retirement years. About ten years before I retired I stepped up my activity on college work and on my fraternity work with the idea of having some activity during my retirement years. As a result I started work with the educational foundation in our fraternity and increased my participation in activities by coming to homecoming and getting into alumni affairs, alumni meetings, etc. As a matter of fact, the first special drive that we had that I had any involvement in was the drive that President (admiral) Chandler had to secure private funds for the new library because they couldn't get enough state funds to cover the entire cost of building the library. I served as chairman for the group enlisted to solicit in the New York area and we had several meetings down here preparatory to going out soliciting. Dr. Swindler kind of headed that program here at the college. It had a moderate degree of success. It was not a professionally organized and administered campaign. It did get me involved and made me more aware of the serious financial plight of the college. About this time I was elected to the Endowment Association Board of Trustees. That brought me back to the college for one or two meetings a year and I got to know some very fine alumni and devoted friends

of the college. Cy Lambert invited me down on one occasion to talk to a leadership group on campus -- a program sponsored by O.D.K. And then later I was accorded the honor of being made an honorary member of O.D.K., which I prize quite highly, because when I was in school (and I hope it's still that way), members of O.D.K. were the student leaders on campus, as compared with members of Phi Beta Kappa which were the top scholars. In order to make Phi Beta Kappa you had to be among the very top percentage of leaders on campus academically. Of course, when I was here, about two-thirds of the Phi Beta Kappa were coeds because they generally made a little higher grades than we did.

Williams: It may still be true, I don't know.

Zollinger: Yes, I don't know either. Mrs. Chinnis was telling me yesterday during one of our breaks (I think she's been involved with Mortar Board) that Mortar Board is taking in men now, and she believes that O.D.K. has been taking in women.

Williams: Yes, they have.

Zollinger: I don't know that they do here. Actually I wasn't aware of it. When I stepped up my activities in the fraternity, we started the fundraising campaign there to raise funds for scholarships. I went on the board there, and then was later made what we call Grand President for a two-year term and then had an extension for another two-year term. As a result my wife and I have

* Pamela Chinnis, a fellow Board of Visitors member.

toured the country from one end to the other visiting chapters of Sigma Phi Epsilon fraternity. We visited 133 campuses during my term of office. That was just a wonderful experience for me to see those various campuses and talk to students in the fraternity and to talk to administrative people -- deans and in many cases presidents of colleges and universities about the fraternity system and determine how it could work on their campus and what we could do as fraternity men to help do a better job. Those visits were during the days of the Berkeley affairs and the Kent affairs and so forth. I was quite pleased to find that the fraternity men on campus in those days were considered the more responsible leaders and they supported the administrations. I had several presidents when I'd ask them, "What can we do to help you?" to say, "Get members of fraternities and sororities to go out for student activity programs, particularly in publications, because the radical students have taken over publications, and the only thing you hear about is the loud voice of a minority of students that the media is picking up widely and publicizing". And as a matter of fact, one of our nice experiences in Fort Lauderdale was a visit paid us by members of our chapter at Indiana University. They have what you call an Indiana 500 bicycle race every year. It's promoted by students and financed by business advertisements, to raise funds. Our fraternity team was in Florida training in

the Florida keys during a spring break for this race and they came up and put on a dinner for me and my wife. There were about twenty of them and their dates. Our apartment building in Fort Lauderdale has a dining room, where I arranged to have a party for them, and the people in our building said, " We just didn't think college students looked like this anymore." So it was very encouraging to me to find that there was a large body of very responsible students out there that I think are going to be good future leaders in our country.

Williams: When you were on the board here, when what was called by various names, but I'll call it the student movement was going on, what as a board member did you see as the board's role, say in the early 1970s and late 1960s in regard to the student movement?

Zollinger: Well, of course, our role as members of the board was to approve plans, policies, employment and budgets. We did not get into day-to-day student affairs much unless something unusual happened, something out of the ordinary. We would rely on the deans and on the administration to carry on the normal day-to-day work. We became involved when students began doing some things that were unusual, like having girls in their rooms against the rules and regulations. One of the most trying experiences I ever had was the time we had the trials for eleven students in connection with that-- I don't know what they called it over in the dormitory.

Williams: "Dorm-in" was what they called it.

Zollinger: But during that time the administration people were just being pelleted, spat on, objects thrown at them when they'd come into the dormitories to see what was going on; it was open rebellion. I think it was rebellion against too much control being exercised over the students; they wanted more freedom. And it is a thing that has since developed and is being handled I believe in a more orderly manner. But we had rules and regulations and they just ignored them. As far as I was personally concerned the thing that kind of hurt me most about the whole thing was you'd come to a hearing, and here would be a student with an American Civil Liberties Union lawyer on one side of him and a professor on the other side of him, and the student would say, "Yes, I know it was against the rules, but I thought it was my civil right to violate those rules and express my discontent" -- following the Martin Luther King type concept--

Williams: That's right.

Zollinger: --nonviolent type protest. To listen to the deans and hear about the insults and things that were thrown at them when they were doing what they thought was their job -- it wasn't very nonviolent. We went through two or three days and nights of those hearings; it really hit you. I had a modest heart attack shortly after that and so did two other members of the board, and one resulted in a fatality. But I think we all learned something from it; I think it was a tough thing to go

through and I think (as has been proven since in most cases) you give the students some responsibility and if they'll elect responsible people as leaders you'll maintain fairly adequate control. You do have to have some control in a group living-type situation like that because you just can't have one group of students having an noisy party when other students want to study. Our student unrest was no different from a lot of other around the country. Ours did not get the widespread publicity that some other places got because frankly when the protest people or the people outside the immediate community came around to foster these things and promote them, they didn't get the publicity they sought in this area and they packed up and put their placards back in their cars and left. It's been very interesting since to see what's happened to some of the leaders and how they have become so much more conservative as they've put a few more years on and have had to face real life making a living.

Williams: Yes. Now you served one term from '66 to '70 on the board?

Zollinger: Yes.

Williams: And then you were reappointed in '71? Am I right on that?

Zollinger: Yes, I was reappointed to fill a vacancy in '71. I was off the board about a year. So I will have had an unusual opportunity when this term runs out: I will have served one term, a break, a three year appointment to take Mr. Gill's unexpired term, and

and then another four-year term. So I've had an extra three years bonus.

Williams: In that time could you pick out what you think is the most important issue or event that's come before the board in those terms?

Zollinger: Well, there's been so many of them. Certainly I think of the period of student unrest and efforts to get that under control and try to get the campus back to normal. Student publications contributed much to our problem if you go back and look at the Flat Hats they were promoting and fostering anything to make our administration look bad. Everybody with the administration had horns and the Board of Visitors had horns and spears and long tails. We didn't feel that we were very popular, and we did start a program of bringing student representatives in to meet with us so we could hear what they had to say. I think that was helpful because I think once they got some of the things they were upset about off their chests, they felt that they had let their feelings be expressed and they probably felt better about it. This gave us a much better understanding. I believe those students generally were a little more responsible and more responsive, and I think that's probably a national trend, from all I read and all the people I've talked to in the field of higher education.

Of course, financial problems of the college -- we've always had financial problems ever since this school started.

Blair worked his first deal with some pirates to get some money for the school. So we've always had financial problems, and I think we're fortunate that the state did come in and keep us alive because otherwise this would have been just a farmland or a very small community. But if the college were not here Colonial Williamsburg probably wouldn't have come to exist.

Financial problems, student unrest, controversy over inter-collegiate athletics in that order have been major concerns. We also had financial problems during Dr. Paschall's administration, and there again financial difficulties necessitated eliminating some very desirable things. Admiral Chandler developed a master plan at the time the new library was in the planning stage.

I was too far away during the Bryan and Pomfret administrations to really know much about what was going on, but certainly I think there were exciting years for the college during the J. A. C. Chandler years when I was a student. He built the enrollment up, began admitting women, and really put it on the map. Admiral Chandler developed the master plan, and then Dr. Paschall, having served as superintendent of instruction, as J. A. C. Chandler had, had a lot of contacts in the state, particularly in the legislature. I think he was in the position to get a lot done as far as our building program was concerned a whole lot faster than we may have gotten it otherwise. We've

always had to compete for the higher education dollar with the University of Virginia and V.P.I., who have had a little more clout in the state legislature than we had. Financial problems were certainly a first consideration and probably have taken more time than anything else. Of course, at the present time I'm very excited about the campaign to raise some money to enable us to continue the momentum we've gained in the last twenty-five years.

Williams: Why is it that the capital fund campaign drive is coming now particularly?

Zollinger: Well, we had been thinking about this for at least three years, and actually we had kind of slowed down because of the depression last year. We did not move into it quite as fast as we would have otherwise, and that has given us a little more time to do research and planning and get information on alumni and friends of the college and people we are going to have to go to in order to give us the support we need. Fortunately, economic conditions have improved quite a lot. Of course, the college has accelerated planning with setting up a development office. You see, it's the first time we've had one office to coordinate all of our solicitation and fund drives. Prior to the time that office was established, you had the alumni society with an annual campaign, you had the athletic foundation with a campaign, you had the law library with a campaign. You've got the business school in more re-

cent years soliciting and funds for books for the Swem Library. Actually it's only been in the last three or four years that we could get pulled together in one place so the Board of Visitors could see our total annual support. So actually, setting up a development office is something that has given us an organized basis so we can go about obtaining grants and obtaining private funds for the support of the college. It's going to mean a lot of hard work.

Williams: A lot of hard work, I'm sure. You mentioned a minute ago the business school. I know you have been in wholehearted support of the business school here. Does that go back to when you were a student?

Zollinger: Well, when I was a student we had just started a business school department here -- not a school, but a division. I think there were probably three professors in that group, maybe four with accounting. Since that was my major and I thought it had done more for me than any other part of my academic work, I felt that I should have first allegiance to the business school. Having been in business and having interviewed and helped train, employ, and supervise a lot of college graduates during my years at I.B.M. in sales work, I had a very strong leaning in that direction.

You mentioned some of the outstanding things the board was involved in; I guess you'd have to include the Greene matter-- it's one of our most disturbing situations.

Williams: I was going to ask you the question of what you would say was most controversial.

Zollinger: I think as far as a really red hot controversy -- I would have to say it was not understandable on my part and on the part of a lot of other members of the Board of Visitors. It was the most disturbing situation I've faced. I was not here nor involved with it when they had a football scandal some years back.

Williams: Right.

Zollinger: I'm sure that created a lot of controversy, but I don't know of anything since I have been involved with the college -- that's fifteen years -- that has created any more controversy or caused any more letters to be received or has upset more alumni and friends of the college. I must have received seventy-five to a hundred letters from alumni and others protesting this man being employed by the college. But I would have to say today if that had happened within the last six months I wouldn't think of starting a fund raising campaign. And, after all the controversy, then to have a group of our faculty on their own bring him back on campus for a series of speeches was adding insult to injury, as far as I'm personally concerned. The people who were involved in the administration and the Board of Visitors had made a decision that he was not the type of person we wanted on this campus. To have him brought back on by the people who are part of the family (responsible

members of the faculty) -- and I'll say it to you now and I would say it to anyone who would propose that type of thing -- if that would happen today I would drop the campaign because I just don't think we could make a go out of it. I couldn't personally make a go out of it; I couldn't honestly support it. The Board, administration, faculty and students have to work in harmony. You have to have people working together. Everybody may not agree on the same thing, but at some point in time you've got to put your personal animosity or bias or whatever bothers you aside and decide on an overall basis what is the best thing for the college we love. We're a family, and we have to work together as a family and do some compromising because even with two people married -- you can't both go off on separate ways and continue a harmonious relationship. You have to give up something when you start working with another person. And the more people you have involved, the more people have to compromise and work toward a common goal.

Williams: Similarly, if the flack about the athletic program had come up this past fall instead of fall before last, do you think that would have been detrimental to the capital fund campaign?

Zollinger: Somewhat, but based on how that came out, I think we could make out ok. During the time that was a controversy would have been a bad time to start a fund drive. Because there was in my judgement a very biased attitudinal survey. It was an attitudinal survey that couldn't have helped but shown up a certain way.

It was not scientifically laid out. It was laid out with a bias to start with, in my judgement, and in the judgement of some people who know a whole lot more about attitudinal surveys than I do. We recently completed two in our fraternity, and that is a job that has to be done by a professional who does not have a point of view on the subject.

Williams: Did you think this was as emotional an issue, or did you as a board member receive as much reaction from others on the athletic policy as you had just said you did on the Greene affair?

Zollinger: No, no, we didn't. We received some, but not nearly as many. I don't know about the student body: If you would go to the student body today without any advanced push by either the group that thinks that intercollegiate athletics shouldn't be on campus, shouldn't be involved -- and the group that thinks it should -- what answer you would get from the student body as such, or what answer you would get from the faculty as such. I know that there are, at least among the faculty, strong proponents of a good athletic program. There are also strong opponents who say that we shouldn't be involved in intercollegiate athletics. I've gotten the impression that at least some of the opponents think the money spent on our athletic activities would be available to academic affairs.

Williams: Yes. You find people on both sides.

Zollinger: Yes. I honestly believe more than a majority of our students and faculty would be in favor of an intercollegiate athletic program if it's a reasonable program. I don't think even our alumni would want this college to get involved in so-called big time football, such as Alabama or Notre Dame or Ohio State or that type of operation. I have a strong feeling that the vast majority of our alumni and I would hope students and faculty would want a respectable program, a program that we could play games with our peers and show up well. Because I think just as we had big bonfires back in my day and built up the spirit here, an athletic program builds up a competitive spirit. It also helps train a lot of people to compete, to work as a team, and learn how to win and how to lose. It is a great learning experience in working together. Importantly it brings alumni back on campus.

Williams: Right.

Zollinger: It's good training and a lot of athletes have been very successful in all fields. As I understand it (and I firmly believe in it) we do not lower our academic requirements to put an athlete on the field. They compete in the classroom on an equal basis -- they do justly need some consideration on class schedules due to the practice requirements. We insist they be able to come here and hold their own, and I think as long as we do that we can maintain an acceptable program and a good program and that we will have athletes who will go out in business or in

whatever career they are going into and be just as successful or maybe more so than some that didn't participate. You learn how to work as a team. You learn discipline. These are all things that serve you well in whatever field of activity you go into, whether you are a salesman, whether you're a minister, whether you're a doctor or a teacher. In this day and age very few "loners" are going to make significant contributions to our society.

Williams: That's true. This is going to sound like a terribly negative question to ask you to end up on, but I know you do have to go. Have you found it to be a disadvantage to be working at William and Mary in the many ways that you have in the past years and be from out-of-state?

Zollinger: No, not at all. The only problem is the travel. You're just further away, that's all.

Williams: Because there are, you know, people who criticize William and Mary for being too parochial.

Zollinger: Yes. I'm a native-born Virginian, born and raised in Virginia, and maybe my situation is a little different from someone that didn't attend William and Mary or has a remote connection or was not born in the state. I think going outside the state we probably broaden our point of view. You get a little broader perspective of what's going on in other areas, and you're not as much influenced by the people who live in Williamsburg or

the people who live in Richmond, or the people who live in Norfolk, or the people who live in my home town. Everybody knows that the opening up of the dormitories has been subject to criticism. Visitors and prospective students have come down and seen some things going on that shouldn't have been going on. I'm sure it was going on when I was in school; it's been going on for centuries, and it still will be going on, but not as openly. Of course, I think maybe being a state school we may be a little more sensitive because we have to depend on legislature for major support . There are all these people looking for an excuse to knock you off -- if they can find an excuse.

Williams: That's very true.

Zollinger: So I think the things that we do as a public institution -- we are operating in a bird cage. A private institution that has a rather narrow constituency and they don't have quite as many people to keep happy with what's happening.

Williams: That's a very good point to make.

Zollinger: But I certainly enjoy my work on the board. I've gotten to know a lot of wonderful people, and I think they're very dedicated people, dedicated to the school. The fact that that group has come in with sizeable commitments to this fund drive* is an indication of their interest, and so many of them

*The three-year Campaign for the College begun on May 14, 1976.

have indicated their willingness to work and go out and contact and call on people and try to promote the campaign. It's been very, very encouraging.

Williams: I certainly hope that this is the beginning of a successful campaign for you.

Zollinger: Thank you but this is just the first broadscale campaign for the college. We'll have many more. Harvard, Princeton, Yale, Colgate, Dartmouth, Lehigh, Virginia Duke and Michigan all have had very successful programs over many years. You do not have just one campaign and stop.

Williams: Do you think that it will be ongoing?

Zollinger: Oh yes, no question in my mind, I think it's just too bad that we didn't start twenty-five, thirty, fifty years ago. When Blair got the first grant from Boye and it was a gift to the college for the Indians school.

Williams: Right.

Zollinger: Fund raising for higher education has gone on in one form or another for a long, long time, but this is our first organized approach, and many, many schools have been doing this for a long time. As a matter of fact, some schools I've heard from like Oberlin for instance, had one big grant of twenty or thirty million dollars. They didn't feel that they had to go out and raise funds. Next thing they found out that they were in need of money and they were not experienced in raising funds. What happened to Duke -- I understand a few years ago that Duke was experiencing some severe financial problems, I was

there because these big stone buildings that they put up when they got the first (I think it was) forty million from Duke -- they had to go back and start redoing those buildings like we've had to redo some here. To put air conditioning in those buildings was a tremendous expense, just as with us. It will probably cost us more to redo these old buildings than it would cost to tear them down and start over again. But they are tremendous buildings with thick brick walls, and if we had started tearing those buildings down we'd have had a lot of alumni on our back.

I consider myself most fortunate having had the opportunity to go to school here and to come back and try to be of some service to the school. I have many lifelong friends that I've made here as a student and in recent years as an active alumnus.

Williams: And I thank you for adding the oral history program to the services you've rendered for the college. I really do appreciate it.

Zollinger: Thank you for asking me.