

Robert T. English, Jr.

Mr. English began his connection with William and Mary in 1952 when he became bursar of the college's Richmond division, Richmond Professional Institute. In 1960 he moved to Williamsburg as bursar (later vice-president for business affairs) of the College of William and Mary, from which position he retired in 1972. His interview mainly concerns financial and construction matters in Richmond in the 1950s and Williamsburg in the 1960s. Mr. English approved the transcript almost verbatim.

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Interviewee Robert T. English

Date of interview May 13, 1975

Place 106 E. Berkeley Road, Williamsburg

Interviewer Emily Williams

Session number 1

Length of tape app. 83 mins.

Contents:

Approximate time:

relations between B.P.I. and William & Mary in 1960's under H. H. Hibbs under George Oliver influence of A.D. Chandler status under Colleges of William & Mary	25 mins.
appointment as bursar of William & Mary	2 mins.
evolution of D.V. Paschall	3 mins.
working within Colleges of William & Mary	5 mins.
abandon of Colleges system	8 mins.
work as bursar & v.p. for business affairs - reconstruction projects in 1960s, role of D.V. Paschall	20 mins.
- other concerns	10 mins.

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[Richmond Professional Institute]

Williams: You went to R.P.I. just about the same time that Admiral Chandler came to William and Mary. From what other people told you and from what you observed, what change did this cause, if any, at R.P.I.?

English: Well, to begin with, Admiral Chandler came to William and Mary in '51, and I went to R.P.I. ^{IN} July 1952. I think that Admiral Chandler ~~taking over~~ in Williamsburg was a help to R.P.I.

[For] One thing, I think we got a bit more money from the legislature ^{because} ~~in the course~~ of the connection ~~so that I think~~ Of course, ~~that~~ Admiral Chandler ran the show in Williamsburg, and he

really ran it at R.P.I. and also at Norfolk, which came into ^{as a part of William and Mary} existence probably about the same time. But Dr. Hibbs, of course, was Mr. R.P.I. He started it from the very beginning and did a tremendous job. The ^{er} Admiral didn't both Dr. Hibbs too much from the standpoint of operation because he had his own way of doing things. But I think the relationship was very good. I told you the other day about an incident. Dr. Hibbs gave the college newspaper some story about tuitions which put

R.P.I. in a better light than it did William and Mary, ~~and~~ (to

show you that the Admiral was the boss) Dr. Hibbs gave the

newspaper this information, and I believe he told them to put my name on it.

Then the Richmond newspapers picked it up and ^{the admiral} then he called ~~Dr~~ us

Hibbs ^{both} down ~~and~~ he didn't like it at all, ~~so~~ so he reprimanded

Hibbs, but it didn't faze Dr. Hibbs because all he did was turn off his hearing aid, and he never heard what was going on to begin with. But it was, I would say, a very good ^{working} relationship.

Williams: Before this time, had Dr. Hibbs had a great deal of autonomy?
also

English: Definitely. Oh, yes ~~because he had~~ oh, he had an advisory board up to that time ~~course~~ ^{course} when William and Mary took over we came under the Board of Visitors ^{the College of} of William and Mary. But prior to that time ~~Dr. Hibbs had had~~ ^{an} advisory board, but ^{it} was simply just that. The advisory board had nothing to do with giving him instructions as to operations of the college.

Williams: He was described at one point as being something of an "empire builder" at Richmond. How would you respond to this charge?

English: As an "empire builder"? No, I wouldn't think so. R.P.I. was his whole life. ^[He was] The most dedicated person, but he was a very modest man. I never thought about it -- that he ^{had} any ideas of being an empire builder. No, I wouldn't think so. He was very, very proud of R.P.I., but he operated so many years on an absolute shoestring that he was quite a financier, I ~~would~~ say, to have built that college on the meager resources he had. ~~Because~~ as I said before, until R.P.I. became a part of William and Mary, R.P.I. received very small appropriations from the state of Virginia.

Williams: When you were there, was your budget submitted to Williamsburg

and then Williamsburg submit ^{ted} a lump budget to the General Assembly, or did R.P.I. operate indepen^{den}tly financially?

English: We operated more or less independently, but we did bring our budgets to William and Mary ~~for the Board of Visitors~~ first ^{for} ~~with~~ Admiral Chandler ~~to approve~~ and then for the Board of Visitors, ^{to approve.} Once the budget was set and we received our appropriations, we operated more or less independently as to spending that money. We didn't, for example, have to come to Williamsburg to get approval to buy a new truck ~~or~~. We spent money and had complete control over expenditures. It was quite interesting there. You know, when you get to the end of a biennium, if you have any money left over, it reverts. So I was quite proud of the fact that -- ^{of} course I had a much smaller budget at R.P.I. -- but we'd spend down to the very penny. One year, I recall, that we spent down to about \$5.60 -- ^I never will forget the figure -- and I went in to Dr. Hibbs, and I said, "Dr. Hibbs," I said, "we came out pretty good this year on our budget. We spent down to \$5.60." And he looked at me, and he said, "You mean we lost that?" And I said, "Yes." ^{That'll revert."} He says, "All right, but don't let it happen again." That actually happened. Then of course, ^[let] William and Mary, while I was there, ~~we on several occasions spent,~~ with a budget of ~~William and Mary~~ of some 8 million dollars, ^{\$7,000,000 to} ~~\$8,000,000~~ ^{7-8 million for} (operating budget), We would spend down -- one year to zero dollars, which was pretty hard to do. I always

felt that if we spent down to ^{\$100} a hundred dollars ² that that was pretty good, ~~But~~ it was hard to do. So, to answer your question, ~~no~~. Chandler didn't get into the detailed operation -- tell us what to do or how to spend any money ¹ but William and Mary did approve R.P.I.'s budget.

Williams: How was it, do you think, that Admiral Chandler had this real interest in building up the divisions? Now, there's an implicit bias in that question, I realize, but it seems to me from what I've read that he did have a special interest in the divisions, ~~of~~ Norfolk and Richmond.

English: Oh, yes, ~~No~~ question about that. I think Admiral Chandler did have in mind ~~building~~ ^{up} of quite a university, (no question about that) ~~He was~~ for his own personal satisfaction maybe, ^{of} doing a good job -- but I think he had in mind building a large university like ^{the} University of North Carolina at Chapel Hill, with the many branches that it had. And I think Admiral Chandler probably had in the back of his mind ~~later on~~ ~~having~~ more than those two branches in Richmond and Norfolk. ~~And~~ he went about it, in my opinion, in the wrong way and ^o ~~getting~~ ^{into} the difficulty we ^o talked about the other day with the ^o Council of Higher Education. The Council of Higher Education was created more or less to ^o keep duplication of education ^o throughout the other colleges ^o [in Virginia]. I've always thought there was too much centralization in Richmond, ^o Admiral Chandler and I agreed ^o with ~~him~~ on this point. At that time the Council of Higher

Education was more or less meddling into the operations of the colleges, ^{as a} and matter of fact, we didn't need ~~any~~ ^{that.} But all state institutions that were created -- they'd get bigger and bigger and more powerful, and ^{they'd} we'd never go out of existence. ^{had to go out of existence} The only one ^{that I've ever} heard of in the state of Virginia was the Colleges of William and Mary.

But as I said, he ^[Chandler] got in trouble with the Council on Education, and they had a lot of influence with the legislators, and that's what caused the goings-on in the Colleges of William and Mary.

Williams: We'll get back to that in a little more detail, ^{in a minute.} While Richmond Professional Institute was simply ^{one of the} divisions and before it got into this colleges set-up, ^{what} ~~what~~ you mentioned financial help you thought the Admiral could provide ^{what} else was he able to do or was done for R.P.I. in the 1950's that wasn't done before ^{hand?}

English: I really don't know of anything, any big contribution or change in the operation, ^{As a} ^t matter of fact, to my knowledge, Admiral Chandler ^{seldom} ~~never~~ came up to R.P.I. -- maybe once while I was there. No, I don't know of any big contribution he made to changing the policy or the operation of R.P.I. When I said that R.P.I. received more appropriations, ^(larger appropriation) I don't think it was due primarily to Admiral Chandler as such; ^{I think it was due to the fact that R.P.I. was then a part of William and Mary and that influence}

because, as I pointed out before, with all due respect to Admiral Chandler (and I think he did a wonderful job in a lot of respects as president of the College of William and Mary), I don't think he had a lot of influence with the legislator^s in getting money for William and Mary or for R.P.I. or ^{the} Norfolk branch. I think it was the fact that R.P.I. was a ^{part} college of William and Mary which helped out, not so much Admiral Chandler.

Williams: Then after Dr. Hibbs retired (you said the other day this was 1959), George Oliver, who had been head of the school of education (department of education) at William and Mary came up. Was there more or less or no change in the Williamsburg influence?

English: Well, of course, George Oliver and ~~then~~ Admiral Chandler were very close, good friends, and that's the way Dr. Oliver was appointed Provost -- that was his title when he came up. He had never had any experience before as head of an institution. He had been at William and Mary for ^{a number of} ~~eleven~~ years, and you said, I believe, he was the head of the department of education in Williamsburg. I was only there a year with him (a little over a year) and there really wasn't any change at all from the standpoint of benefiting R.P.I. because it took Dr. Oliver that length of time to get his feet on the ground, to find out ^{that} being the head of a college wasn't all cherries, ^{therefore} a lot of headaches. ~~And~~ he found it was a terrific job. Then of course before long he was made

president of R.P.I. He was a very fine person and I think did a good job. I recall one time when he /first/ came up there he naturally felt very important at being head of that college, and my assistant at the business office came to me one day and said, "Students are coming back here for a refund for this, that, and the other thing that Dr. Oliver has approved." Well, that was way off-base, you know; as business manager that was my responsibility to make the refunds. When I came down to Williamsburg

Dr. Oliver

~~he~~ didn't want me to come, *wanted me to stay*. But I never regretted coming to Williamsburg. It was a good decision.

Williams: I get the impression, then, from what you've said, that in the operation of R.P.I. there was no great concern about the ~~tie with~~ *of* William and Mary?

English: That's true. I would say so, no.

Williams: It was ~~a very~~ autonomous institution ^{in many ways,} from what you said.

English: Right. I think it was ^{of course} the salvation of R.P.I. to become a part of William and Mary. At that time ~~I don't~~ think it would have developed as ^{rapidly} ~~drastically~~ as it did had it not been for William and Mary, but it was ^{so} very smooth and *very well-run operation.*

Williams: Now as you say, you came up here in 1960 as the Colleges of William and Mary were set up. Did you see in this two-year period there was any change in the status of Richmond?

English: No.

Williams: Was the Colleges a help or a hindrance for R.P.I., or did it really go on as ^{it had?} ~~the same?~~

English: I would say it didn't make a great deal of difference in the change or operation of R.P.I. During that time when it was the Colleges of William and Mary, Dr. Oliver's title was changed and went from ~~Provost~~ ^[the presidents] to president of the ~~various~~ ^{various} respective institutions ~~but they came~~ ^{just as to} Dr. Hibbs and I ~~did~~ ^{had} they came to Williamsburg to board meetings; they presented their budgets, ^{That's where} ~~actually~~ they conferred with

Chandler on policy, Chandler ^{was the policy man,} and also he did
 get into the details to a certain extent in these con-
 ferences, but he wouldn't go up there and look around and
 say, "you're not doing this right," and so on. So I wouldn't
 say there was a great deal of change in the operation of
 those institutions under the Colleges of William and Mary.
 There was some. But ~~I don't think~~ Admiral Chandler ^{seldom} ~~ever~~
 went to R.P.I.

Williams: I believe you said the other day, though, that when you were
 there that you and Dr. Hibbs had to come fairly often down
 here.

English: Yes. We came down on an average of maybe every two months or
 something like that for the board meeting. We came
 down to present the budget,
 [Chandler]
 but he didn't call us down every week or something like that.
 We had a pretty free hand.

Williams: Was there any desire on the part of R.P.I. to separate from
 the Colleges ~~system~~ the way that there was in Norfolk when
 agitation began for breaking up the Colleges system?

English: Yes, there was a desire because by that time R.P.I. had grown
 a lot, but ^{there} ~~it~~ wasn't as much emphasis put on that as there was
 in Norfolk. In Norfolk, I think, the City of Norfolk was
 very much interested in what at that time
 was called the Norfolk branch of William and Mary. The
 City of Norfolk and a group there were very much more in-

terested in forming a separate entity ~~in~~ in Norfolk^o
 and there was ^{while} ~~But~~ Dr. Oliver was still
 there ~~then and in~~ his advisory ~~role~~ board was interested, yes, in
 and R.P.I. becoming ^{ing} a separate entity, But not as much, ~~though~~
^{so}
 as Norfolk.
[^]

Williams: You don't think they pushed for it the way they did in Norfolk?

English: No, ~~not as much~~. And I think that's true
 of any college that starts ^{from} ~~from~~ for example Christopher
 Newport is still a part of the College of William and Mary,
 but they're looking forward to the day -- and working --
 to becoming separate. They are a four-year college now.
~~And~~ I would say ^{it will be} ~~not~~ too many years before they will be a separate college,
 but right now it's to their advantage
~~in~~ (in the Southern Association of Colleges) ~~to~~
 to remain a part of the College of William and Mary. My
 guess would be ~~at~~ certainly within five years they'd be a
 separate college.

Williams: You spoke of the benefits that R.P.I. gained from being a
 part of the college. What ~~would~~ have been the benefits of
 separation, do you think? This is sort of a vague question because
 I know that you haven't been on the scene.

English: What ~~would have been~~ ^{are} the benefits of being separate? I really
 don't know ~~really~~ of any benefits of being separate ^{really}. I
 don't know -- maybe their ^{appropriation} ~~corporation~~, I would say ^o (of
 course, you know now that R.P.I. is part of V.C.U.) Prior to

that time, I would say their appropriations ^{-- [they] might} have been able to get more money from the state than we would have when we had to split ~~off~~ it up between three institutions. Other than that I really don't of any great benefit, ^{except the possibility of a board member leaving some money.}

Williams: You've mentioned that in 1960 you came here ~~at~~ (you were appointed as bursar by Dr. Paschall) and I was surprised the other day you said that you didn't know Dr. Paschall before hand. How was it that you came to be appointed to this important position?

English: As I said, Mr. Sisson, whom you interviewed, was at R.P.I., and I succeeded him up there, and then he came down to Williamsburg as bursar. ~~title~~ [Phone rings.] So when Dr. Paschall came down here as president of the college, Hugh Sisson recommended me for the job. I'd never met Dr. Paschall, never seen him, so the first day he was on the job -- that was August 16, 1960 -- he called me up in Richmond and offered me the job. I often told him after that that he started out ^{by} making a mistake, and that was the first mistake he'd ~~ever~~ made. But it turned out to be a very happy association, as far as I'm concerned. We worked together for ten years, and I have great admiration for Dr. Paschall. I think he did a wonderful job as president of the college, particularly with the [number of] buildings he built during his time as president. He had a lot of influence with the legislature, and I told him a lot of times he was a politician at heart. He ^{had} made a lot of friends ^{in Richmond} when he was superintendent

of public instruction, ~~in Richmond~~ so he was very, very successful in getting appropriations for buildings and so on. I enjoyed immensely the years that we were associated. He gave me complete freedom in my operation and always backed me one hundred per cent, which makes for a very happy association.

Williams: You spoke of his qualities that he had and the connections that he had in Richmond. Do you think that the board was very conscious of these when they appointed him as president? That perhaps they hoped that he would be able to bring about some . . .

English: Well, I never thought of it that way. That's a possibility, of course. Before Dr. Paschall was appointed as president of the college, he was, ~~by~~ by virtue of his position as Superintendent of Public Instruction, ~~he was~~ a member of the Board of Visitors of the College of William and Mary as well as on the boards of all the ^{state} colleges ~~by virtue of that position~~. So they ~~knew him~~. He had been on the board, I think, for several years, so all the board members knew him well and knew that he was a good administrator, and I'm very sure -- positive -- they also knew that he had ^a lot of good connections in Richmond and would certainly be in a position to help the college, yes. I feel sure that ~~was~~ was one of the reasons that he was considered ~~for the job~~. But he came down to William and Mary with a very ~~I would say~~ ~~with the Colleges of William and Mary, with~~ Admiral Chandler right here on campus -- Dr. Paschall came ⁱⁿ to an almost impossible situation. It could ~~be~~,

never have worked because Admiral Chandler was the type of man that ~~he~~ ^{to} had supervised, get into the details of the operation, and I don't think Dr. Paschall realized when he came down what the situation would be or he wouldn't have come, I'm quite sure.

Williams: I was going to ask that.

English: I'm very sure of that because ~~he did not have~~ when he first came here [^] he wasn't really president -- he was president of the college in name only. Admiral Chandler was running William and Mary and to a certain extent, R.P.I. and Norfolk, but more [#] so William and Mary because he'd been right here. It was a new ^{position} possession; it was a new set-up for him, too. He didn't realize what he was supposed to do -- what ~~the heck~~ was he supposed to do? Generally, I would say, he would have gone out and travelled and raised money, ^{made contacts,} I would ~~not~~ say he ^{didn't have} had the ability, but he wasn't inclined to do that, so he was in the operations of running the College of William and Mary. That ^{brought on} a very unhappy situation, impossible situation. As I think I told you the other day, that ^{when} Dr. Paschall and I came here we inherited a deficit of something around ~~\$30,000~~ ^{100,000} thousand dollars in the Athletic Association. It was up to Dr. Paschall to get rid of that deficit, which the Admiral hadn't done for a number of years. As a matter of fact, we did. We were fortunate to ~~be able~~ save some money in operations and we paid off that deficit. -- ~~in several years~~; ^{several} It took us ~~seven~~ years to do it.

Williams: You may have read (or I have read) statements that the Colleges of William and Mary hadn't had time to prove themselves, but from what you were saying ~~it~~ they had time to prove that ~~they~~ ^{it} didn't work.

English: I think so, ^{yes.} I don't know too much about the background of why the Colleges of William and Mary were formed to begin with. I think that Admiral Chandler had a lot, probably, to do with that. But the way ^{it was} ~~of the~~ setup -- I think it could have worked with a different person maybe. With all due respects to Admiral Chandler ~~and~~ (and I want to make it clear that I have a lot of respect for him in a lot of ways. To this day, I think we ^{are} ~~were~~ good friends. As I told you, we had one tremendous run-in one day, and after that we just got along fine) I think ^{it} someone else with a different personality had been the chancellor of the Colleges of William and Mary, I think maybe it would have gone over and maybe it would have been in existence to this day; it might have ^{be} come stronger. But Admiral Chandler, ~~and~~ with all due respects, ~~and~~ was not the man for that job because he didn't have the personality to get along with the top people. He was ~~navy~~ through and through; he was used to telling people what to do instead of getting the cooperation and friendship of people in important positions. In my opinion, it was purely his operation that caused the Colleges of William and Mary to be abolished; I'm sure of that, very sure of it because as I said the other day he was opposed to the Council of Higher

Education. Well, a lot of people were, but when you're opposed to somebody you don't tell them off in ^{no} uncertain terms that they're useless, etc. ~~and so on~~. That is, if they're in a position to have influence over your particular job, you go along with them, but he had a tendency to do that, and he had a tendency to tell the legislators off. That didn't help William and Mary in getting appropriations, new buildings, etc. You know, you don't go about it that way. I think if Paschall, for example, -- if it had been the other way around and Dr. Paschall had come in as the head of the Colleges of William and Mary, I think he would have done a much better job in consolidating and establishing the Colleges of William and Mary. They have a similar set-up in North Carolina which ^{has} worked for years, so the system itself could have worked.

Williams: What was Dr. Paschall's main interest and role in ending the Colleges set-up? Did he find this situation impossible to work with and let it be known, in other words, that it wasn't ^{im} possible?

English: Yes, he definitely did. He realized, I think, within months after he came here that he'd gotten into an impossible situation. So, ⁺yes, he let it be known. For example, when the Admiral had the run-in with the Council of Higher Education, Paschall was a friend of everyone of them.

Williams: Because of his superintendent contacts?

English: That's right. He was a close friend, I suppose, of every member

on that council at that time. He realized that this thing was not going to work, that he'd come down here as president of the college, and he wasn't really president of the college; the admiral was the president of the college. So I am very certain that Dr. Paschall let it be known. I told you the other day, the admiral to this day never really figured out what really did happen. But what actually happened was that he created a lot of animosity with a lot of people, and I won't say Paschall encouraged that but I don't think he discouraged the feelings in Richmond to abolish the Colleges of William and Mary, and I don't think there was enough room in the wagon for everybody to get on; they were scrambling on. To the amazement of everyone it just went through. You never heard in the state of Virginia of anything like that happening before, but it did and in such a hurry. It was a jolt to the admiral and to Sisson as well, I'm sure.

Williams: Was the entire dissolution process accomplished (up until the point the bill was introduced in the General Assembly) without the admiral's knowledge then?

English: No, I think the admiral knew that something was going on. You mean

before the bill was introduced to the legislature?

Williams: Right.

English: Yes, I'm sure he did. He knew that there was a trend that was building up a lot of opposition to the Colleges of William and Mary, but he was so convinced beyond a shadow of a doubt -- and so was Hugh Sisson -- that nothing would come of it, ^{that} I don't think he really tried to get support to retaining the set-up, to defeat the bill. ~~And~~ I think he was amazed when it went through the legislature -- I know he was -- so rapidly. It must have gone through in January, and the bill was probably passed in the legislature in ^[the Colleges] January or February, and it was abolished the coming June -- June the 30th. So it all happened in a hurry. To answer your question, I don't think the Admiral had any idea that a bill could be gotten ^{through} to abolish -- particularly, since the colleges had only been created two years before. It was a brand new thing and as you said before, ^{long enough} your question ~~had~~ it been in existence ^{long enough} to really establish itself -- I don't think really think it had. Ordinarily, the legislators would say, "let's give it a chance, you know, let's wait two or three years." ^{they} ~~And if it~~ had waited maybe three more years, it might have worked out, but they didn't give it a chance; they just killed it right then. They said, "we've made a mistake in creating this monstrosity, so let's kill it;" and they did.

Williams: Then ^{during} you had been all this time served as bursar at the college, and ^{you} continued until '71, I ~~believe you told me~~ when the position of vice president was established.

~~English: I think it was ^{IN} the vice president --~~

~~Williams: Right, the name was changed.~~

~~English: -- was created in -- it must have been in early '71. In '70
or '71. Do you know the date?~~

~~Williams: I think it was '71.~~

English: At that time -- well, previously they'd created ^{the position of} ~~the~~ Vice President for Academic Affairs, which Dr. Jones went into. ~~And~~ Paschall wanted to establish the other positions, but he was afraid the Board of Visitors ^{and the personnel division in Richmond} wouldn't go along ~~and in the personnel division in Richmond would go along~~ with too rapid ^{changes} in the administrative set-up at the college. So the vice president for academic affairs was first, and then in '71 they created the position of vice president for business affairs and vice president for student affairs -- "Cy" Lambert went into that. I believe ~~that~~ ^{those were} ~~was~~ the only two vice presidencies created then ~~at that~~ time. ~~And~~ ^{then} later on ^{the} job that Mr. Heeman ^{is} in now, ~~a~~ vice president for development, ~~was~~ was created. It was just a change in title; it didn't change my duties any ~~at~~ all. I continued to operate exactly as I had before.

Williams: One of your main duties or concerns apparently during the period of the ^{'60s} ~~sixties~~ would have had to have been ⁱⁿ ~~the~~ development and construction of the new campus. Would you say that that took most of your time?

English: Yes, it did because under Paschall we had at least two buildings under construction, I think, every year the ten years

that we were together. When he came here, of course, there
 was only Phi Beta Kappa, ^[on the new campus] Then under construction at the time
 we came was Yates Dormitory, which was a men's dormitory. Then ~~there~~
 the first big project was the library which ^[cost] -- I've forgotten
^{\$4,000,000}
 the cost of those buildings -- something over ~~four million~~ in all.
 Then I think the next was a women's gymnasium. Then we built
 that bridge ~~across~~ which is right in front of Dupont; ~~we~~
~~built that bridge~~ to connect the old campus and the new.
 Prior to that ^{we ran a} ~~you had to go way around the road;~~ you know
^{is} where Yates Dormitory. Then, I think ^{in order of} ~~I was involved in the~~
 construction was the Dupont Dormitory for girls, the new
 dining hall, and of course the phys. ed. building, which is
 now named William and Mary Hall. So all that was built un-
 der Paschall. And then of course -- gosh, I've left out
 so many buildings -- academic buildings. One ^{'s} just being
 completed now ^{of} -- ^[under] course the plans were drawn [^] Dr. Paschall --
 his last building ^{is} being completed, but due the lack of
 appropriations, it's been on the drawing board for about six
 years, I think, and it was started -- I did not get the bids
 for that particular building -- that's ~~the~~ the only one that the
 bids were ^{let} ~~out~~ on after I left. So, I think that's Dr.
 Paschall's big contribution to the College of William and
 Mary. And yes, I spent a good part of my time on construc-
 tion.

Williams: Did President Paschall fairly closely supervise or oversee --
 supervise has a different connotation -- did he take a lively

interest in the construction?

English: No. He was interested, of course, in the planning, and he did most of the planning, but when ^{we got} _^ to the standpoint where we got the appropriations and the architect was employed and told to go ahead, it was my baby from then on. Some of those buildings I doubt he ever went in from the time the foundation was started until the opening ~~finish~~. Seriously, I doubt if he went inside. He just didn't get into that construction part of it, ~~unless~~ ^{it} _^ he was dragged ^{ing}, ~~in~~ in the case of a dormitory ~~or~~ when we built the men's fraternity houses ^o. We had a terrible time with that; I'll never forget ^{it} _o. The contractor was about two months behind, and we had some boys who came in in September, and we had no place to put them. For two weeks I had to put them in a motel in Williamsburg. Clyde Boyer, who was a good friend of the College of William and Mary, was operating the Monticello [#] near Richmond Road. ~~Is that the name of it?~~

Williams: Where on Richmond Road is it?

English: It's ~~right beyond the~~ ~~down~~ on Richmond Road, and it has the big columns. Anyhow, he was operating that motel, and so we put, I think, about twenty-five boys out there for two weeks. He was such a good friend of the college ^{that} _^ he didn't charge us for it. I remember that particular year Dr. Paschall was speaking before the first faculty meeting ^o of the year, and he told them, "I want you to know how the people in Williamsburg

feel about the college." And he told them that Mr. Boyer had allowed us to put twenty-five or thirty men out there for about two weeks, ^{then} and he says, "knowing Bob English, we haven't paid him a dime for the use of it." That was a great contribution to the college because I don't know what in the world we would have done with those men at that time. We would just have had to pay ^e and lost our money on the deal.

Williams: Why were the fraternities moved out of the lodges? Was it their own desire or was it the colleges' desire?

English: Well, those lodges, as you know, were very small and they could have only about [^] I think ~~four~~ ^{five} men could ~~live~~ ^{live} in each.

Williams: Right. They weren't living quarters.

English: That's right, so the fraternities were very much interested in having a place where they could all be together. Then, too, we needed those lodges, ~~we~~ could use them for classrooms and so on, but the main reason was that the fraternities themselves were interested in being able to live together as fraternities.

Williams: Was there any problem with selling this idea in Richmond?

English: No, because Richmond for many years had not contributed any money to dormitories. All dormitories are built from bond issues, so it's very easy to get approval from the division of engineering in Richmond for dormitories because it wasn't going to cost the state of Virginia a dime, so those dormitories were built with bond fund^s.

Williams: Now you said the fraternities desired these new living quarters.

Why didn't this work in the case of the sororities when what was supposed to be the sorority dorms were built?

English:

That's right. The reason it didn't work -- several reasons. ~~Number one~~

- 1) The main reason was the cost. At that time construction costs had gone up so much that it was going to cost these girls about double to live in this new sorority complex that we built for that purpose with the idea that they were going in there. Number one was the cost; they just didn't want to put out that much money. The second reason was that they didn't like the location of the sorority -- it was too far from Richmond Road, etc. ~~and so on~~ So that ^{these were} ~~was~~ the main reason ^s that the sororities voted not to go into it. It cost us a little money because we had built them with the idea that the sororities were going in there, but the way it's worked out now, I ~~still~~ think it's just a woman's ^e dormitory, except those two units -- what do they call it -- Project Plus. Still operating, isn't it? They still have that.

Williams: Had the sororities agreed to go in there before hand, or had it just been assumed we're going to build sorority dorms?

English: No, they never agreed; We just assumed that they would go in there, that like the fraternities they'd be interested in it. ~~And then when it was under construction -- well, before we~~ ~~showed them the plans, and most of the sororities, as I recall,~~ ~~most of the girls liked the plans.~~ But then the rumor was that they didn't know whether they would like to go into them, so then ~~we~~ we showed them the plans and worked with them. They wanted too many things. 1) ~~Number one~~; they wanted more recrea-

tion^{ed} area in the basement and so on. Well, that would have added money to ~~it~~ ^{the project.} Then when they found out how much we would have to charge each girl, each sorority, then they lost interest. It would cost too much; they'd rather stay where they were.

Williams: Would the charge have ^{been} a great deal higher than what most students would have paid for board^{rooms at the college?}

English: Oh, yes. It would have been, as I recall, about twice as much as the girls were paying ^{then} ~~now~~ in the old sorority houses, and it would have been more, much more than the girls are paying in the regular dormitory^{ieso}.

Williams: Was this because construction costs inflated so in the '60s ^{and 70s?}

English: That's right. ~~And then they~~ ^{equip. which is} wanted kitchen equipment and all that kind of ~~stuff~~ ^{very, very} expensive. My guess was -- I might be wrong -- I thought eventually the sororities would go to them. I don't know whether they've given up completely on that now or not; it's been ~~two~~ ^{three} years since I've been there, but I've always felt that eventually when they saw how pretty that [area] was going to be that the sororities would want to go into them, but they did not. Those buildings they're living in -- the old sorority houses -- eventually are going to have to be completely re³modelled² or torn down. They're pretty old and they're getting in ~~the~~ bad condition. So I don't know what they answer to that is going to be.

Williams: Why was it here in the 1960s, after so many years without

construction on the William and Mary campus, suddenly an entire new campus was built? What reasons would you cite?

English: I would say ^{it was} due primarily to Dr. Paschall. He was aggressive and he realized that no construction had been done at William and Mary for years. I think it had been thirty-some years since a classroom ^{building} had been built. So I think it was entirely Dr. Paschall being aggressive and the influence that he had with the legislature, ^{He} and happened, ~~probably,~~ ^{probably} to hit it [#] at a good time. Things were going good in the state of Virginia; ^{the} money wasn't as tight probably. He went all out and did it. Admiral Chandler could've done the same thing, but he wasn't for some reason ~~wasn't~~ ^{as} interested in building the college, ^{as} and Paschall was. So I think you'd have to give Dr. Paschall full credit.

Williams: I know there had been some plans drawn up while Admiral Chandler was still president, but you think Dr. Paschall really does deserve a great deal of credit for this?

English: I'd say he deserves all the credit. I don't know too much about the plans ^{you said} that ¹ were drawn up or what buildings. Seems to me I do recall that there were some plans but ~~again~~ maybe Admiral Chandler didn't get it through the legislature. I don't know why, but if he attempted to, I don't know ^{that} ~~that~~ was before I came down here. But I do know that as soon as Paschall came -- right after he came here, ^{his} main interest was construction and getting buildings; and we did. I think there ~~is~~ ^{is} a big difference ~~is~~ the relationship, not only with

the legislature, but with the department heads in Richmond. For example, Carter Lowance // before he came to William and Mary // was, as you know, ~~was~~ special assistant to five governors, so that helped us. Then Mr. Kuhn, who for many years was director of the budget, was a great friend of Paschall's // and a good friend of mine. We got a lot of things through him. The division of engineering, which at one time was ² part of the budget office, was ~~separated~~ and set up as a separate division, and they had to approve all construction and all plans for buildings on campus and so on. And although I think there's too much centralization in Richmond of detailed operations of the college -- I think there was too much of that, it did help to stand in with those fellows because they could help us in getting appropriations through and so on. For example, the division of engineering // from the very beginning of a project, they have to approve the appropriations, that's ~~not all~~ number one -- they have to approve, so naturally they have to know something about the plans and so on. Once the appropriation is gotten, they have to approve, we put it out for a bid and that's more or less routine because we always accepted the lowest bid, but we'd say, "we open bids, and when they want to know which one would get it, we'd say, "that's up to the governor's office (which is the division of engineering) and they would approve that. And then every step of the operation, they were in on, which I thought was too much control from Richmond, but

on the other hand, they helped us a lot in getting appropriations ^{for buildings.} So we were good friends with all those department heads. ^{the} director of personnel means a lot to a college in getting positions established. The state of Virginia has to establish certain positions. Dr. Paschall was a great friend of John Garber, who is still director of personnel. For example, ~~when he got some department heads~~ ^{# as bursar} for a long time, I was a classified employee. You get to a certain point and you can't get any higher on the pay scale of a classified position. So Dr. Paschall ^I think was one of the first ones (of the colleges in the state) ^{to start this:} he, through the director of personnel ~~and~~ ^{the} took me off a classified position and put me on ^{the} faculty payroll as a member of the faculty; you pay them anything you want. They have an overall ceiling for personnel that they have to stay within, but if they wanted to they can pay one faculty member ^{30,000} ~~\$50,000~~ a year -- if they wanted -- but they'd] still have to stay in an overall ceiling. So knowing the director of personnel -- that helped him a lot in getting qualified people.

Williams: In this building process, why was it that there was this drastic departure in architecture from the new campus to the old campus?

English: That's a good question and a very easy answer; simply costs. The cost would have been prohibitive to have kept up the architecture of the old campus. So we had to go to a much cheaper

construction, which I think is very adequate and very attractive, too. But cost was the main reason. We've had the same architect at William and Mary for years and years: ~~Wright, Jones, and Wilkerson of Richmond and Hubert Jones has been the architect,~~ the representative of the firm ~~who has~~ ~~he~~ worked at William and Mary, I reckon, for twenty-five years or more. So he has designed all of the buildings on the new campus; ~~and~~ his firm designed the dormitories on the old campus, ^{and} matter of fact, most of the building. ~~The Blair building, Everything up to the Wren Building.~~ That's the reason ~~it was~~ construction costs. You just couldn't get the money to keep up with that Georgian architecture.

Williams: At one point, the administration was criticized -- now I'll read this so I'll get the quote right -- "with having an inordinate interest in physical expansion while ignoring the deterioration of existing facilities, low faculty salaries, heavy work loads, and few fringe benefits." How would you respond to this criticism?

English: Well, I wouldn't say that was ~~exactly~~ true; I wouldn't go along with that. The great emphasis was put on the building, but at the same time I know that Dr. Paschall did everything possible from the standpoint of faculty salaries to bring their salaries up, because William and Mary ~~was~~ for some reason, ~~it~~ had gotten into a class -- not with V.P.I. and the University of Virginia -- they stood apart because maybe they

were better politicians than William and Mary ~~were~~ was, so their salaries were way ahead of William and Mary. We were on a level with Longwood, V.M.I., the smaller colleges. Well, it took a number of years to bring up William and Mary's ^{salary level,} ~~salaries~~ but a great deal of emphasis was put on that, I know. I read ~~what you just said~~ in the paper recently that we were ^{re}modeling the dormitories, That the dormitories were neglected over a period of years. Well, that might be true; to some extent they were neglected. I knew that, but we didn't have the money to go ahead and re^{re}model those dormitories when we were getting money ~~before~~ for new buildings. Some years ago we would get money from the Commonwealth from state funds to build dormitories, so we built some dormitories. ~~And~~ then they cut that out completely; we don't get money any more to build dormitories. As I said before, it's all got to be from bond issues. But I don't think they were neglected; I wouldn't buy that criticism too much -- either way, -- from the standpoint of faculty salaries or neglected dormitories. *Those* dormitories, -- Old Dominion and Monroe, -- they're old. Naturally, you've got to replace the roof and re^{re}model them. Dr. Graves -- that's one of the things that he ^{was} very much interested in from the beginning. These dormitories -- I don't think they have to be as swank, really, as he wants them to be. They're spending a lot of money on dormitories. I know where they're getting some of the money -- they're using

endowment funds, which I think is a bad policy because it's reducing our endowment, and when you do that you're losing interest on your investments, etc. So I know they're using some of it. ~~And then~~ I think they put in some bond issues on some of these dormitories, which is going to increase the room rent and so on. The trend several years ago -- I don't know whether it's stopped now or not, but we were worried -- before I left there the trend was for students to go off-campus -- not only at William and Mary, but ^{at} other colleges, not to live in dormitories. Therefore, we hesitated to spend a lot of money, but evidently the trend must have changed, the way they're spending money on these dormitories.

Williams: We've been dwelling here on construction. What other particular problems did you have to deal with as bursar and later as vice-president for business affairs? For example, inflation and deflation in the 60s?

English: Our main problem, of course, always was not only appropriations but the budget. Used to be that we worked on our budget every two years, and then for many years before I left there we worked on it almost constantly. I went to this meeting the other day down there ^{#3} and as I told Carter ^[Bill] ~~he~~ ^{the} wasn't going to be able to sleep that night because of all ~~these~~ ^{the} problems that he had. We always had problems with the budget, though we were very successful because we always anticipated a cut of 10 or 15 per cent of what we requested, but we always took care of that. We had enough in there so that when we took a cut

of four, five, six million dollars it didn't bother us too much. We were very, very fortunate in that respect. I remember the first budget -- I'd just completed the budget when Dr. Graves was appointed president. He came here in '71, so we'd just finished the budget for those two years, and I think we took a cut of about (as I remember) ~~of~~ six or eight million dollars. He was just down here, and he couldn't believe it. I said, "Don't worry. We're in pretty good shape." I'm very happy with the budget that we received because we had anticipated that, ⁾ ~~and~~ I don't like to use the word "plug," but ~~whether you put in enough,~~ we made up so many of these budgets that we knew the thinking of the budget office. We were always fortunate enough to have enough left to operate. The biggest problem that I use to have was ^{Spending all of our budget,} ~~was~~ really, honestly, that's the truth. -- ~~that getting toward~~ They gave ~~until~~ the end of the biennium ^{it} was a terrific job to spend the money, get it ^{down} ~~out~~ so we wouldn't have any money to revert.

Williams: Would you have gotten the budget cut the next time the budget came up if you'd let a lot of money revert back?

English: Oh, yes. Before I came here, William and Mary had for one year ~~we~~ several thousand dollars that reverted ~~to~~ unspent. I just couldn't imagine giving back -- I'm too tight to give back any money to the state of Virginia ^{once it was given to us,} so we would have to work. I would have to start in March, ^{generally,} ~~January~~ a daily control on that budget, ~~and~~ where we were go-

ing, so that by June 30th, ^{when} the last ^{of} vouchers were put through,
 that we'd spent ^{all the} ~~on that~~ money. And you had to start early,
 way back then ^{re} because in recent years the delivery ~~thing~~
 took so long, you know, and unless the merchandise was de-
 livered and the invoice received and actually put through the
 treasurer's office, we could lose that money. So that
 was control of the budget. It took a great deal of my
 time. I had very little to do with ^{the} students; I was on
 a lot of committees; ^{I had} meetings, too many meetings. I
 spent sometime ^s half a day in meetings. I was on the
 Administrative Council. I'd meet with the president, ^{(before Carter}
^{Lawance)} practically every ^{the} day and then with Carter
 and then a lot of times ^{after} ~~Dr.~~ Carter was there, I'd meet
 with Carter and Dr. Graves. The meetings ^{would} take a lot of
 time, but there was never a dull moment, I can assure you of
 that. ~~Plenty to do.~~