

# Farris Hotchkiss

April 21, 2009

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Mame Warren,  
interviewer

**Warren:** This is Mame Warren. Today is April 21, 2009. I'm at Washington and Lee University with my good friend Farris Hotchkiss, and I'm going to move my microphone up a little. Farris, you go back a long way here at Washington and Lee. You came back as a professional. We covered your student years very well in our previous interview, but you came back as a professional in 1966, I think.

**Hotchkiss:** Correct.

**Warren:** What I'd like to know is: who were mentors to you when you came back? Who took you under his or her wing and helped you feel what it was like to be here as a professional, as opposed to as a student?

**Hotchkiss:** Well, I was lucky to have four mentors. I came back, Mame, in a flurry of idealism. I really thought that I wanted to leave the business world, which was crass and profit-driven, and do something that was more lasting in its value. Frank Gilliam, at the time, was the dean of students and the director of admissions all rolled into one. I had been a volunteer in Atlanta on these college nights and he called me up one time and he said, "Farris, would you ever think about the possibility of coming back to Washington and Lee on the staff?" I said, "Gee, Dean Gilliam, I don't think so, but maybe." About six months later he called up and he said, "Lew John"—who was my classmate who had already returned—"is going to get his PhD. He'll be away for two years. If you'd like to find out whether perhaps a career in higher education would be preferable, I can offer you Lew's job for two years. But after two years, I can't tell you what would happen."

**Warren:** What was Lew's position?

**Hotchkiss:** Lew was, and I became, the assistant dean of students, the assistant director of admissions, the director of student financial aid, and the director of what we call placement,

which was the effort of matching prospective employers with our graduating seniors. It was four things. It was a very interesting mix. During the fall you'd be busiest with the admissions part of it, and then in the winter you'd be busiest with the student financial aid part of it, and in the spring you'd be busiest with the placement part of it. But in 1968, Bob Huntley became president and Bob realized Washington and Lee had no formal, deliberate fundraising effort activity.

**Warren:** Before we go there, though, I'd like to know what you think Frank Gilliam saw in you. Of all the graduates of Washington and Lee, why do you think he picked you?

**Hotchkiss:** Mame, I don't know. I think part of it was friendship, although I don't think he or anyone else would bring anyone to Washington and Lee purely because of friendship. When I was a student, I loved Dean Gilliam and sought him out a lot, as did Lew John. Both of us were similar in that respect. Dean Gilliam, for instance, wanted to have a group of students organized to do volunteer work for the school on campus. At his request and with his guidance, I put together what was called the Student Service Society. It was a group of students who helped with the admissions process and really helped him with a lot of the things that he was concerned with, so I think it was probably those activities in the years that I was here as a student. But you asked about mentors, and one of them was Frank Gilliam.

The second one when I got back was Bob Huntley. Bob was not the president yet. He was the dean of the law school and I had utterly nothing whatsoever to do with the law school in a formal sort of way. But I got to know Bob and, from the moment I met him, enjoyed him a great deal. Bob was and is such a bright guy that some of his advice about Washington and Lee's affairs in general, particularly that part that I didn't at the time know that I was going to grow into, that is, the Board of Trustees, I would hear Bob offer his *very* candid opinion about the fact that our board was very small and very old. So he was the second one.

The third one was Jim Whitehead. Jim was the treasurer at the time. Sort of in ways that you never can put your finger on why people are attracted to each other, I got to know Jim reasonably well partly because, about that time, the Reeves Collection of porcelain arrived in something like 230 barrels of filthy dirty porcelain. Judy [Hotchkiss] and I volunteered to help Jim and Celeste [Whitehead] at night wash this junk. We spent hours and hours and hours in a rubber-lined sink washing dirty porcelain, so I got to have his advice. Jim's again, I'd say, just like Bob Huntley, a very wonderful, very bright, very creative person. He, too, was a mentor to me.

**Warren:** Were you there when the paintings were uncrated?

**Hotchkiss:** Oh yes. I was in Providence [Rhode Island, where the Reeveses lived]. Jim and I had gone up to Providence. I guess it was maybe Jim's third or maybe even fourth trip, but I went up there with him once because I think he wanted someone else on this campus to have knowledge of the physical setup in Providence of these two houses, one of them bricked up and left alone and unplugged because it had become so full of porcelain you couldn't move in it, and the little one next door that was still operative as a house. There wasn't any other particularly good reason why I would have gone to Providence with Jim, but I did. Those people would be my mentors.

I should include Fred Cole, who was the president when I came back, but Dr. Cole was not the kind of person who spent a great deal of time, I think, with anyone. I don't say that in a critical way. He was busy. I think he had a lot that he wanted to accomplish at Washington and Lee because Francis Pendleton Gaines, whom everyone adored, had really not paid much attention to the internal operating parts of this school for the last, say, ten to twelve years of his presidency. Fred knew there had to be a lot done and he did it. When he realized that he had done pretty much all that he could do internally, he then, I think, sensed that the next job really was an external job and that wasn't his cup of tea.

**Warren:** "External" meaning?

**Hotchkiss:** Alumni, fundraising, communications, all the sorts of things that you do out on the hustings.

**Warren:** Tell me more about Fred Cole. What were the internal things he was addressing?

**Hotchkiss:** What he was addressing I think, Mame, primarily was the quality of the teaching at Washington and Lee. Fred Cole came to us from Tulane and before that from Duke. I think I'm right about that. I know I'm right about Tulane, but I think Duke before that. He was more of a dean orientation than, I think, a presidential orientation. I think he saw here at Washington and Lee a faculty that had great potential but had, frankly, become sort of lazy. There wasn't anyone leading them academically. If you were a professor here at Washington and Lee, if you had enough get-up-and-go on your own to do research and to delve more fully into your field, that was fine, but no one was going to require that of you or particularly make you do it as a, let's say, as a way to promote yourself.

I couldn't tell you, Mame, the particulars, but I think Dr. Cole also wanted some of the requirements in the curriculum changed, distribution requirements, things of that nature. I have a vague recollection that the absolute standard freshman requirements were reordered while he was president so you didn't have to take the five things that you had to take until he came. I think he thought that there ought to be a little more latitude in those early years. In other words if you're a freshman, when *I* was there when you were a freshman, if you had wanted to take economics 101, that a freshman is fully capable of taking intellectually, you couldn't because it wasn't available to freshmen. Dr. Cole began the process of freeing up more of what the university had to offer to students earlier in their careers.

**Warren:** What's the distinction you're making when you say he was more of a dean than a president?

**Hotchkiss:** Well, a president has to be, in addition to an academically minded person, that person has to be a financially minded person. He also has to be—and this is not a derogatory term—he has to be a promoter. He has to help boost the university's reputation and help boost its appeal. And he has to ask for gifts.

Francis Pendleton Gaines was a *master* of the latter. I mean Dr. Gaines, particularly with women, was just able to raise as much money as he ever tried to raise. Unfortunately, in a way, he ran into two ladies who both thought he was absolutely the best thing they had ever known in life and gave him easily so much money that he didn't then really try to widen that circle as much as he could have, Mrs. [Letitia Arthur Kelly] Evans being one and Mrs. [Alfred I.] duPont the other. Dr. Gaines would get near the end of the year—as I understand it, Mame; now, I couldn't swear this is the case—and he would see where we stood with the budget and how frankly short it was going to be, and he'd just tell Mrs. duPont that, this year, we're going to need a check for so much. Mrs. Evans, as you know, when she died, she left Washington and Lee as one of the permanent beneficiaries of her estate. It was for many years and still may be our largest endowment.

**Warren:** Really?

**Hotchkiss:** It technically is what's called an endowment held by others; that is to say, we don't manage it. It's managed by what is now SunTrust Bank in Atlanta, Georgia, because it was a Coca-Cola-related endowment. It may still be the largest single corpus that serves us, although

Rupert Johnson's ... well, probably even bigger than Rupert's now because as large as \$100 million is, I think Mrs. Evans's may have been even larger than that.

Anyway, Dr. Cole was just more oriented toward the scholarly, contemplative, academically engineered life than either the world of finance or the world outside the garden wall, so to speak.

**Warren:** Did he interact with alumni at all?

**Hotchkiss:** Not much, nor did anyone, Mame. It's hard to exaggerate the aura of Francis Pendleton Gaines. I mean this guy was a demigod. He really was. The university was so centered in him, he was so beloved, and he had been here so long. Lord, he'd been the president since I think the middle '30s or something like that.

**Warren:** Twenty-nine years.

**Hotchkiss:** Twenty-nine years. I mean, this was Washington, Lee, and Gaines University and there just wasn't much effort made, frankly.

That doesn't mean there was nothing going on. Cy Young was our alumni secretary for many years, a famous athlete and a much beloved and popular man, but basically what that amounted to was to organize homecomings and reunions, which are very important. Nor did the university really have the financial resources to jump on airplanes and fly all over the United States. Our alumni had already spread themselves out over the entire country. For a school our size, even during the Gaines years and the early Cole and Huntley years, to have the geographic spread we had was remarkable. Still is, but even more so. We were so much smaller. We were only about eleven hundred students, about half the size approximately that we are now.

So, those were the mentors in my early days and there's yet one more. When Bob asked me to shift from these four activities that I had come originally to work on, admissions and student affairs and that kind of thing, and do instead our development and fundraising work, we had a wonderful fellow named Bob Nelson, who was not a Washington and Lee person; he was a professional development consultant because none of us knew much or anything about collegiate development work. Bob was not only a mentor; he was a teacher, not only to me but to Bob Huntley and others as well.

**Warren:** If he was a consultant, was he consulting with other schools around the country too?

**Hotchkiss:** Oh yes. Oh sure. Yes.

**Warren:** This is something that had occurred to me as I've been preparing to meet with you. It seems like Washington and Lee was the same as many other places: that development was really just becoming a concept in higher education. Am I right about that?

**Hotchkiss:** You're exactly right.

**Warren:** So where did somebody like Bob Nelson come up with creating his business?

**Hotchkiss:** Well, some of your bigger places had gotten into it. Bob, for instance, had become—let me think about it. I'm very bad on dates, but that was 1970 about when he came into our life roughly, maybe '69 or '70. He had already been for a number of years the vice president for whatever they called it—let's call it development—at Illinois Institute of Technology.

**Warren:** So he was at that university?

**Hotchkiss:** Before he became a consultant.

**Warren:** Before, I see. Okay.

**Hotchkiss:** He had already done that, which is simply to say that Illinois Institute of Technology [had] got into the development business quite a long time.

Believe it or not, Washington and Lee University hired a development director in the early to mid-'50s and he stayed here for about three years. The story I heard was is that, number one, he was very good at it. He would have positioned Washington and Lee very nicely in this, as you just said, this relatively new field. But he wanted to have the title of vice president and Dr. Gaines said, "We don't have vice presidents at Washington and Lee University," so he left. Don Miller, or whatever his name was [Donald E. Smith, development officer, 1956-57], left. We went back to scratch again. Then Jim Whitehead came to help us finish a relatively modest campaign that was supposed to wind up in 1961, I think it was.

**Warren:** Was that the bicentennial campaign?"

**Hotchkiss:** No. No, that was back in 1949.

**Warren:** Yes, and that didn't do very well.

**Hotchkiss:** And that didn't do well. It *seemed* to have met its goal, thanks again to Mrs. duPont and Mrs. Evans. No, this was a campaign to build what was the new physics building that was built near Howe Hall, the chemistry building—now they're all one piece—and also to improve the facilities in the journalism school. I think it was like a \$2-million campaign, something like that. Jim Whitehead had been the director of the New York State Foundation for Independent

Colleges, like we have one of the same sort of thing here in Virginia [Virginia Foundation for Independent Colleges]. But Jim hadn't been here long when Dr. Cole moved him really more into being an assistant to the president and was grooming him to be the next treasurer because a wonderfully colorful man, named Earl Mattingly, who had been the treasurer just about as long as Dr. Gaines had been the president, was nearing retirement. So Jim became the treasurer in '68 or '69.

**Warren:** I found a reference that there was a 1966 self-study and that it was out of that self-study that they realized—whoever “they” were at that point, I guess Fred Cole and the trustees—realized that they needed to establish a development office.

**Hotchkiss:** I think that's quite right.

**Warren:** But then you had President Cole resigning. Now, one more thing I would like to talk about before we let Fred Cole go, my understanding is that one of his major accomplishments here was to get the board to agree that we would welcome black students, that we really didn't have a policy against integration.

**Hotchkiss:** Right.

**Warren:** Were you at all involved at that point with the board? Would you have been a witness to that?

**Hotchkiss:** No. You're exactly right, Mame, but that happened in the early '60s. I'd say '62, '63, somewhere like that.

**Warren:** Right, that happened before you came back.

**Hotchkiss:** I remember Dean Gilliam coming to Atlanta on one of his admissions trips, telling me that Washington and Lee would be even-handed in admitting blacks. It was a big deal. That was a very difficult step for Washington and Lee to make.

**Warren:** Tell me what you mean.

**Hotchkiss:** I guess, just to be blunt, there was a residual prejudice in the South and we were very much more southern then than we are now. There were a lot of people who frankly just didn't want blacks mixing in with these white students of ours. The South was still largely segregated back then. *Brown v. Board of Education* had been history. It [*Brown v. Board of Education*] had been long before—the Supreme Court decision [in 1954]—but the South still was basically segregated. It certainly was segregated, in my opinion, emotionally if not de facto. Here's this small, very wonderful, congenial, upper-crust college that just found the thought of

having blacks here perhaps intellectually acceptable but not really something they particularly wanted to do. It didn't happen here except in a token kind of way for quite a while. It wasn't an overnight result in that area. But you're right. I had forgotten that. That certainly would have occurred during Fred Cole's [presidency]. Dr. Gaines stepped down, I believe, in '59.

**Warren:** Yes.

**Hotchkiss:** Fred would have been there, yes.

Our board, Mame, back then, was again a very southern board, very aristocratic, very old; I mean chronologically old. At that time you had life tenure on the board; you could stay as long as you wanted to stay on the board. One of the very first things Bob Huntley did when he became president was to introduce term memberships and a mandatory retirement age. It was not, shall we say, the most broadminded of groups of men. We had had only one woman elected to the Board of Trustees and, as you might guess, that was Mrs. duPont. I don't think she ever came to a meeting, or if she did, it was only one or two. We were a very male place.

**Warren:** Well, that's certainly true. I know that. I'm going to pause for a moment.

Okay, we are back and we're about to let Fred Cole go. When he left—I couldn't tell—was it pretty abrupt that he left and went to Washington? Was he asked to leave? I know he went to the library association or something.

**Hotchkiss:** He went to the Council on Library Resources.

**Warren:** That's it.

**Hotchkiss:** Mame, I don't think ... Well, first of all, let me say I don't really know because I was a very junior part of the machinery back then. He had been on the board of the Council on Library Resources and I think the library world was one that interested him a great deal. To the best of my knowledge, when they, the council, needed a new president, they asked him to do it and he said yes. I'm pretty confident that it was entirely his own decision but I really don't know.

**Warren:** Bill Pusey took over briefly as interim president.

**Hotchkiss:** Right.

**Warren:** You haven't mentioned him. Did you have any particular rapport with him?

**Hotchkiss:** I knew Bill in later years. I knew him hardly at all at that time. Again, I was a newcomer. I wasn't on the academic side and Bill was a professor of German. He and Fred Cole were similar, really. That is to say Fred Cole was similar to Bill because Bill was a consummate academician. That was his passion in life. He loved to teach and be dean at the same time. I

couldn't tell you particularly how well he handled the year that he was the acting president, although as far as I know, he handled it perfectly okay.

A funny story that came out of that was that Bill Pusey just hated any kind of machinery. Anything that whirred or clicked he didn't like. At the time, Washington and Lee had an alumnus who was a Lincoln dealer, and he saw to it that every three or four years the university was given a new Lincoln automobile to be the president's car. So, lo and behold, this new car shows up on campus and it was one of the first automobiles that when you opened the door, the light came on, and when you closed the door, the light didn't go off right away. Bill would stand there beside the car and look through the windows to be sure the light went off, because he was afraid that if it didn't go off, the battery would run down. Finally he got tired of that, so he just took the bulb out of the dome light. That's got nothing to do with anything, but he was a delightful man, Bill Pusey, just a great guy.

He was a great hiker. He didn't look like he was particularly strong physically but he would go on these long hikes around here on the mountain trails. He and a wonderful fellow named [Romulus] Rom Weatherman, who was the editor of our magazine, I think they called themselves the Fox Stick Society or something of that nature. Great guys, both of them [were] wonderful people.

**Warren:** I remember Rom well.

**Hotchkiss:** Rom was in a class by himself.

**Warren:** Tell me what you mean.

**Hotchkiss:** First of all, Rom was a very able person. He was doing the work of four people—more than four now—because everything that moved that had anything to do with publication here, whether it was the magazine or an admissions folder or anything at all, Rom had to do. He was the only show in town. During his time, we did seek some help—speaking of Baltimore, not that we were—from a designer up there whose name I don't remember. He began giving us some graphic layout help for the magazine. I remember he thought, this guy did, that since we were an all-male school, that the only two colors that we could really use for men were brown and orange. We couldn't use any pastels or any bright colors. I just wish I could remember his name. He was a nice guy.

Anyway, Rom did all this with such an open heart. Like you, Mame, he loved to talk with people. He loved to know what they thought. He loved to try to interpret what they thought.

Unfortunately, he suffered from depression, very serious depression attacks. Then, poor guy, he came down with cancer and didn't stay with us nearly as long as all of us would have liked.

**Warren:** Yes, he went way too young in my memory.

**Hotchkiss:** Oh, absolutely.

**Warren:** Another event, speaking of publications, that was happening right along this same time, and I'm curious to hear what happened on campus in relation to it, is [Ollinger] Ollie Crenshaw was finally publishing his book right about the same time. Tell me about that. Was that important? Was that a help to you in development because by that time you were getting into that?

**Hotchkiss:** No, that wasn't a help to me in development. It's interesting that this is a topic because—well, I'll start at the beginning. As I understand it, and again this may not be quite correct, but as I understand it, that book was supposed to be published as part of the bicentennial in 1949 and it wasn't. It wasn't published in 1954 or 1956 or 1957, and finally, somewhere in the very early '60s—

**Warren:** No. It came out in 1969.

**Hotchkiss:** '69, okay, in the late '60s.

**Warren:** Twenty years late.

**Hotchkiss:** It was twenty years late and half of it is down there in the archives that had to be cut out. No, it wasn't of any real help and it was not a particularly—well, here, it didn't have nearly the life and the support and the enthusiasm that *Come Cheer [for Washington and Lee]*, the book published to commemorate the university's 250<sup>th</sup> anniversary] did. They just didn't even compare. The fact is, though, and the reason why this is interesting, is that I was for two years the chairman of what's called the George Washington Society. That's a group of former members of our boards. We, the society, have told Washington and Lee University that the society will stand behind the financial needs of publishing a sequel or a continuation of *General Lee's College*, of Ollie's book. The Board of Trustees would very much like that to happen but it seems to just be on the shelf somewhere, not making any progress. *General Lee's College*, as you know, ends in the relatively early years of Gaines' presidency.

**Warren:** It does indeed.

**Hotchkiss:** There's huge chunks of very important history that if it isn't gotten down fairly soon, institutional memory is not going to last long enough for it to happen. The idea, or I should

say the hope, is that we'll have a continuation of it. We will see. The people who have probably the greatest store of that kind of knowledge are a couple of professors on campus.

**Warren:** Who would that be?

**Hotchkiss:** It would be Taylor Sanders and Holt Merchant, but neither of them seems particularly inclined to take on that chore. Speaking *only* for myself and for no one else, with no authority whatsoever, what I am trying to make happen is to see if I can find an editor, a writer, who would get the information from Taylor and Holt and from the archives and whatnot, but do the writing of the book. I'll tell you, if it doesn't happen soon it's not going to happen. It needs to be a serious book. It's a text book.

**Warren:** It's not *Come Cheer* [which is generously illustrated].

**Hotchkiss:** It's not *Come Cheer*. It's a different product. Our provost, June Aprille—I always have a hard time coming up with her last name—but June Aprille is in charge of it. Have you met her?

**Warren:** Yes, I had lunch with her and Ken a couple of years ago.

**Hotchkiss:** She's been given the baton and the money's not a problem. The George Washington Society will come up with the money. It's just that we need the writer.

So, there's *General Lee's College*. But, no, it didn't make much of a splash. Although, boy, I'll tell you now, if you want a copy it is a collector's item almost.

**Warren:** I have one sitting on my desk, thank you.

**Hotchkiss:** They're hard to get.

**Warren:** I agree. I'm very happy to have one. It was a little water-damaged, I think, when Brian Shaw gave it to me but I was glad to have it.

I think it's time for us to invite Bob Huntley to be president and talk about what happened after that.

**Hotchkiss:** What happened after that was just, I think, one of the more remarkable things that any school could have happen to it—in a good way. Bob, I think, was thirty-eight years old. He had practiced law, not terribly long, with a firm in Alexandria, the senior partner of which wound up on our Board of Trustees, a man named Waller Dudley, whose son, Beau Dudley, is now our director of alumni programs. Bob had come back to be a law professor; had very quickly, because of his incredible brilliance, risen in the professoriate to the top of the deck and then became the dean; and, simultaneously, was the secretary to the board.

The story, Mame—again, this may be apocryphal—but the story is that Bob was meeting with the committee of the board that was concerned with finding a new president for Washington and Lee. The story is that when Bob had to excuse himself at one point to go to the bathroom or make a phone call or whatever, the people in the room said, “You know, I think the person who ought to be the next president of the university has been sitting with us all along.” I couldn’t tell you exactly how quickly. I can’t be positive that occurred. But in relatively short order, it was announced that Bob would be the next president.

**Warren:** It was a very short time.

**Hotchkiss:** It didn’t take long and Bob hit the presidency just with a bang. He was young. He was attractive. He had gotten to know a lot of alumni. Bob was the class of ’50. Then he’d gone into the navy and he’d come back to go into law school, so he had really been with Washington and Lee from 1946 until the late ’50s in a fairly continuous way. He knew a lot of our alumni because of his own personal presence on campus as an alumnus.

Bob, rather immediately, knew three things: number one, that Washington and Lee was grossly underfinanced. We were really limping along for all those years with Mrs. duPont picking up the red ink. That had not—let’s see. That had pretty well stopped. Yes, that had stopped. I can’t remember when it stopped but it stopped sometime in the late ’50s. We hadn’t had that for a while. Mrs. Evans had died, though, by then and we were getting some money, but we were poor. We were really poor. We didn’t look that way, we didn’t act that way, but we really were.

**Warren:** How did the place keep functioning?

**Hotchkiss:** Just barely. It functioned in a very, as some would say, a very Presbyterian way: very, very tightfisted, very plain, no frills, just the basics. John Wilson used to regale our alumni in some of his talks when he’d say, “The model for teaching is to have a student on one end of a log and a professor on the other. That’s all you need.” You don’t need all the rest that comes along with it.

Anyway, Bob knew we were poor. We really were poor. There’s no other way to put it than that. Bob knew that we were nevertheless remarkably good in the quality of our faculty although, as I said, that faculty hadn’t really been pushed to produce much until Fred Cole came. Bob knew that more attention to that had to be paid. Third, Bob saw our physical plant was just awful. I remember Bob saying that he just thought it was remarkable that any young man looking

at Washington and Lee, if they came for a campus visit, would want to come to school here because we were downright down in the heels and we didn't have much of anything in the way of facilities. The very first thing that Bob decided we absolutely had to have was a much better gymnasium. Old Doremus Gymnasium was nothing more than that old cavity over there. The third thing that Bob realized was that none of this was going to happen if we didn't get to work in what is generally called development.

I had been in the publishing business, in sales in the publishing business, which had comparatively little to do with collegiate development work but at least it had some similarity. Bob asked if I would stop doing what I was doing and take on the development thing as Frank Parsons' partner. Frank was the director of development—I think he had that title—and I was the other guy in development.

**Warren:** Explain to me how that worked, that you two worked together.

**Hotchkiss:** I hadn't gotten to know Frank terribly well. Frank was then as he always stayed, until he retired, a person who had so many different talents. He could do so many different things. That being the case, people would always be getting a piece of Frank to do this or do that, and so it was very difficult for Frank, I think, to become kind of a channeled specialist in any one area. To whatever extent he was, it was basically with Rom Weatherman in communications. That was his main focus.

Bob asked Frank to get into the development business because, once again, Frank had been here for a long time. In the late '60s, Frank had already been here a long time. He knew probably more about Washington and Lee than anyone else. He probably knew more about Washington and Lee than even Bob knew in terms of what made this place tick or what made it *not* tick. I think Bob saw that as kind of a natural way to begin. What happened was, to a certain extent, what I said happened with Jim Whitehead. That is, Frank's catholic knowledge of what goes on here and his many talents began making Frank much more appealing to Bob as an assistant to the president than a person who was a director of development.

By that time, before that change was made, before it was formalized, Frank and I had gone out to Denver to a conference that in those days was called the American Alumni Council. In those days, that was the organization that people in development work or alumni work or communications work belonged. Frank and I went out there to a place named Loretta Heights College, a small Roman Catholic college out there. Simply, that's just where it was located. We

ran into this fellow whose name was Bob Nelson. We just thought Bob was great and he thought we were great. Frank and I came back to Lexington and told Bob Huntley that we really needed somebody to help us because none of us really knew quite what we ought to be doing. So Washington and Lee retained Bob Nelson and Bob, as I said earlier, was certainly one of my mentors, certainly the most important mentor I had professionally, in development work specifically.

**Warren:** What guidance did he give you? Why was he so valuable to you?

**Hotchkiss:** Bob, first of all, as any good consultant in development work does, he first looked at leadership. If an institution is going to raise money, it needs three things. Number one, it needs a case. It needs to have a legitimate, appealing reason for asking people to give it money. Number two, it has to have a group of people who are committed enough to the school, and what its needs are, and are skillful enough in the way they can sit down with prospective donors and talk to them about the school's needs. They need to be educated and trained in order to do that. So that's one thing Bob Nelson does and did. He's still a consultant today as far as I know. Third, you've got to have a board of trustees that is fully and completely in tune with raising money and seeing their responsibility in that area. We had none of that, just none of it. It sounds so obvious and so simple now, but Bob had to sit down with Bob Huntley and Frank and me and we went to school with Bob Nelson being our teacher, so to speak.

Then Bob Nelson said, "One of the things that you obviously don't have that you've got to have is some sort of research capability. You've got to figure out who has the money. There's no point on calling on Harry and George if they aren't able to help you. You've got to differentiate." So Bob Nelson found a wonderful man named George Messly, one of the most fascinating guys, an Australian, who I think when he came to help us just on a very part-time basis, I think George was already in his mid-80s. He was just the salt of the earth, one of these dear, sweet, capable, committed, giving kinds of people. He was more like a minister than a development person.

Mame, we didn't know how to research. We didn't know there was a thing called the Foundation Library that had all the information you could ever want to have on every foundation in the United States and who all their trustees are and where they had been making their gifts. We didn't know that there are ways that you can set up regional groups of your alumni, who can take lists of the alumni who live in that area and, if you've got a group of ten people and they go

over these lists and if six people continue to identify Mame Warren as someone who can afford to make a generous gift to Washington and Lee, there must be some truth to that. I mean we just didn't know anything about that. It seems now, as I've said, so simple and so obvious but we had to have someone to lead us, lead the horse to water.

Not long after Bob Nelson worked with us, Bob Huntley said, "Look, Frank, you be my assistant. We're going to build a gymnasium. We're going to do a lot of things. I need help in those areas." That really began Frank's virtual career as an architect. Frank knows as much about building as most architects do. I went down the other side of the path in development work.

**Warren:** I'm curious. How long was Bob here?

**Hotchkiss:** As president?

**Warren:** No, no, Bob Nelson here giving his tutorial. Was it a matter of days or weeks or months?

**Hotchkiss:** He would come usually and spend like two or three days with us about every other month, roughly.

**Warren:** For some years?

**Hotchkiss:** Yes, until I'm going to say the latter '70s. It was six, seven years or so, far less frequent visits near the end. Bob Nelson was—is—the kind of person—I keep trying to put him in the past but I think he's still very much alive and probably still doing the work he does—he had a talent to challenge you. He had the talent to say, "Why haven't you figured out by now that this person or this opportunity is one that you should pursue? You've just frankly been sitting around on your duff and you need to get up and get going." He would say that to anyone. The first couple of times that Bob Nelson asked for the privilege of addressing our Board of Trustees, we thought that would be a perfectly pleasant thing to do. But Bob got up in front of the Washington and Lee University Board, and for all intents and purposes, told them that they were just lazy beyond belief and that if they had any care for this university, they had better get with it or else. *And got away with it.* He could insult people without somehow or other severing the tie.

**Warren:** Do you remember your first board meeting? Can you remember the first time you went in to see the board? Who were they? What were they like?

**Hotchkiss:** Mame, they were a group of giants. Washington and Lee had a small board on which sat the most successful real estate developer in the southwestern United States, John Stemmons; probably one of the preeminent federal judges in the United States, John Minor

Wisdom; a member of the Supreme Court, Louis Powell; the head of the nation's largest commercial shipping line, Joe Lykes; the head of a giant paper manufacturing company in Tuscaloosa, Alabama, Jack Warner; the head of the National Bank of Georgia, Joe Bierney; the dean of the graduate school of theology at Union Theological Seminary, John Newton Thomas; and people like that. The fact is that these were really giants.

**Warren:** And Bob [Nelson] came in and told them they were lazy?

**Hotchkiss:** They were lazy.

**Warren:** What was their reaction?

**Hotchkiss:** Well, they didn't like that. In fact, as I recall, Louis Powell—I mean this is a Supreme Court justice—stood up, got up out of his chair and stood up, and said that he resented what Nelson had said and called it, as I recall, effrontery or something of that nature. But you see the thing that wasn't happening is, you had all this power that would dutifully come to meetings and make decisions about faculty salaries and that kind of thing, then go home and show up again for the next meeting and were otherwise what you might think of as underemployed. With that kind of power, they should have already begun wearing out some shoe leather and ringing some doorbells. Bob Nelson, Bob Huntley, and maybe I, to some extent, had to turn that ship around. It's sort of the analogy that's used, you can't turn a freighter around but so quickly. It takes a while. And it took a while because they didn't like that message. When we put together, soon after I became the director of development and soon after Bob [Huntley] had his feet squarely on the ground, we initiated what then [was] and still is a pretty ambitious campaign that ran throughout the '70s successfully.

**Warren:** Before we get into that campaign, I'm going to take a break. [This and subsequent breaks indicate the beginning of a new recording track.]

All right, the campaign of the '70s. Did that one have a name other than the campaign?

**Hotchkiss:** We really had a catchy name for it. It was called the campaign for Washington and Lee.

**Warren:** Well, if it worked ...

**Hotchkiss:** Yes, it worked.

**Warren:** That's the important thing. This was the '70s. You've got a riled-up Board of Trustees. There were other changes going on with the board. You talked about term limits. Did the size of the board change, do you remember?

**Hotchkiss:** Oh yes, everything changed, Mame. I can't exactly remember the numbers but, as I recall, the board was like twelve [members], when Bob became president, or so. It was enlarged to, say, sixteen, eighteen, something like that. And [they initiated a] seventy-year age limit [when] you had to go off, the inability to serve more than two consecutive terms, and committee structure. The other board just always basically acted as a committee of the whole because it was so small. Those kinds of changes.

**Warren:** Were those helpful changes, and what kind of reaction was there?

**Hotchkiss:** Oh, absolutely helpful and the reaction was good. As long as the board was not told that it was lazy, they were pretty happy. I might be being a little hard on them even though they really were not working very hard. The fact is, these were all very capable, worldly people who were on other boards and they knew that this new design and their being challenged, again to use that terminology, to work harder for Washington and Lee was appropriate. They would have expected those who were in corporate America for their boards to do the same. Mame, very few people like to raise money. I do understand it but it doesn't make a whole lot of sense. The fact is that they were being pushed, among other things, to get out there and rattle their tin cups, and that was a little bit beneath their dignity to a certain extent.

**Warren:** How did you get them stimulated to do what needed to be done?

**Hotchkiss:** First of all, by having Bob Huntley as the president. A lot of leadership results from people just wanting to please and perform for somebody, and Bob has that God-given talent that people just want to do it for Bob. They want Bob to be pleased with what they do. They don't want him to be displeased with what they don't do.

**Warren:** Does that include Farris Hotchkiss?

**Hotchkiss:** Yes, of course. Absolutely. You just wanted to stand high in Bob's estimation and you wanted to produce. Part of it was that leadership magic that's very hard to define. As they say, some people have it and some people don't. Number two, Bob laid out, with the board's participation, a lot of things that he and they wanted to see happen: a new gymnasium, a new library, a new commerce school building, and more endowment for student aid. Even the most reluctant person insofar as fundraising is concerned knew none of this was going to happen if we didn't raise the money.

What we did, in addition to a good deal of persuasion, conversation, counseling, and dreaming, we knew we didn't have a staff because I was the only person there and we knew that

if we got into a campaign that we had to get help somewhere, so Bob Nelson, as I think I mentioned—yes, I know I did—found us this wonderful Australian guy, George Messly, who helped us learn how to research. He also found a fellow who was retiring from Lake Forest College up in Illinois, whose name was Sandy Dowdy, to come down and do our annual fund work. Up until the time that these changes were made, the annual fund was called the Alumni Fund and it was run, basically, by the alumni secretary. To modernize it and whatnot, it needed to be a much more embracing effort. So I was there, George Messly came and went, and Sandy Dowdy was there running the annual fund, but we still didn't have enough horsepower to address the difficult geography that we had, and frankly, Mame, to address what became relatively apparent early and that is we had a lot of potential out there. We really had a lot of wealthy people in this family of ours.

What we did was—and I still to this day just can hardly believe it worked—we went out and asked what I think finally got to be about ten Washington and Lee alumni, strategically located around the United States, if they would, in essence, step away from their ordinary jobs and work for Washington and Lee instead, for free. I mean that sounds pretty preposterous. But lo and behold, with the exception of two or three for whom we did have to pay something—not a whole lot—they did this. These were lawyers who just stopped practicing law as completely as they were. This was a fellow out in Dallas who was a homebuilder who just found time to stop building his houses as rapidly as he had been. This was a fellow in New York who had been a vice president of American Express who was getting ready to retire and retired earlier than he intended, and so on. We didn't ask them to do this forever. This was only to be done for a couple of years. In fact, I'm not even sure that it was two years. I think our request was only for a year.

**Warren:** Did you pinpoint specific people you went after?

**Hotchkiss:** Yes.

**Warren:** These were not board members?

**Hotchkiss:** No. These were plain vanilla alumni. I found them sort of by gosh and by golly. The board, for instance—I don't want to paint this board as being a bunch of nonentities because it certainly was not that—after we decided to try this, then they would think of someone like this guy that I referred to as the homebuilder. John Stemmons, who was the big southwest U.S. developer, knew of Upton Bell. That was the guy's name. So John Stemmons called me up and said, "Why don't you get in touch with this alumnus named Upton Bell and see if he'd be willing

to do this?” I knew of a classmate of mine, whose name is Tom Branch, who was practicing law in Atlanta. I knew that Tom was not terribly happy with his firm and was sort of thinking of changing firms, so I thought maybe he’d be willing to do this in the interim. One thing leads to another and, over time, we found enough people to do this.

The thing is, Mame, they had a credential that they would not have had if they had really been regular, full-time, salaried development officers. They could walk into your office and represent themselves as a fellow alumnus who cared enough about Washington and Lee to leave their job for a little while and devote, more or less, most of their time to the university to get this first campaign, that we had put together semiprofessionally forever, accomplished. The appeal that they brought with them encouraged people to respond favorably.

**Warren:** Were they operating as individuals or did you have a name for this gang?

**Hotchkiss:** We called them Development Associates. That was the name we gave them. The way it worked is that I, by telephone, just as an example, by telephone and as a result of our research and all the other, Upton Bell, who lived out in Texas, and I would decide there were a dozen people we wanted to solicit for a gift. On the telephone we’d decide to ask Harry for ten thousand dollars, and George for fifty, and Jim for a hundred. I would put together what we called a proposal, which was a written document that asked them to consider a gift and told them what was in the campaign, that kind of thing. Because Upton lived in Texas, he would make these appointments over a three- or four-day period, five-day period. I would fly out to Texas and he and I would make these calls together. He would know how to find the offices and how to get to places that would have taken me twice as long. Those were the days before Google and GPSs and all the rest. I was the guy from headquarters and he was the remarkably oriented, bleeding-heart alumnus in Texas and we’d work together.

**Warren:** Sounds like a plan to me.

**Hotchkiss:** Well, it worked. It really worked, Mame. It *really* worked.

**Warren:** Is this a program that had a limited lifespan?

**Hotchkiss:** Oh yes. It only lasted for—the original group I think we only asked them to do it for a year.

**Warren:** How many people are we talking about?

**Hotchkiss:** Starting off there were, let’s see, Upton Bell and Tom Branch and Jack DeJarnette and Clark Winter and Cal [Calvert G.] DeColigny. There were five originally. Some of them,

like Adrian Williamson, stayed on longer than a year. Some of them, like Tom Branch, had to go back and get their job back on track. So some of them stayed for a year, some stayed for two. I think the longest any of them stayed was three years. I think Adrian stayed for three years. But when Tom Branch in Atlanta had to go back to his law practice, then I had to find someone to take his place because we were nowhere near finished. By the time we *were* finished, I think there had been ten of them, I believe, all told, who had done this. [Others, whom Hotchkiss recalled later, were John Hollister and Bill Boardman.]

**Warren:** Has there ever been a reunion of these people?

**Hotchkiss:** Yes, we did. We had one. We finished that campaign in 1979 or so.

**Warren:** Yes, 1979.

**Hotchkiss:** Something like that, and we did. We had a very nice, fun time because we all really had become dear friends. Adrian Williamson has died and Clark Winter has died, but the rest of these people are still—Tom Branch became a trustee. To this day I keep up with them and see them.

**Warren:** I think that there should be a gathering of them, lo these many years later, to just thank them for all that they did back then.

**Hotchkiss:** Well, it was good. Of course by the time we were in our next campaign in the '80s, then we had people who did that as full-time, salaried, residential people. But you know, Mame, that is, I guess, what you really want, to have the full-time, paid, residential people. But in a way, those people don't really have this special feature that that original group had.

**Warren:** That's what I mean. They could come in and really inspire.

**Hotchkiss:** Yes.

**Warren:** I think there ought to be a roundup of whoever's left to rekindle. I like that idea.

I found references to a whole bunch of different organizations, groups, that you seem to be the godfather of many of them. There was something called the Achievement Council and they were trustees, but I only found a couple of references to that.

**Hotchkiss:** One of the things that you realize is that a board of trustees is simply not going to be 100 percent comfortable with fundraising. You'd like it to be so but it isn't. What you usually do is you usually put together another group that theoretically is committed to fundraising and is comfortable doing it and give it a name. We called it the Achievement Council. On it can be some trustees but on it are also some alumni or parents or others who you think can be helpful to

you as volunteers. For the most part, they don't do what you might call the heavy lifting. One of the phrases that is used in fundraising that I've always disliked but I've never found a better one, you have a process that's called *cultivation* and these people can be very helpful in that stage. Whereas some folks either don't want to or are not very good at asking Mame Warren for a gift of a hundred thousand dollars, but on the other hand, they're quite comfortable meeting you for lunch and just telling you what's going on at Washington and Lee and what the university's needs are, as long as they don't have to ask you for money. The Achievement Council was used for that kind of thing.

On the flip side, the Achievement Council also, and groups like it, can be very helpful in what we call *stewardship*, which means you've been cultivated. You've been solicited. You've made your gift. The campaign's over, but here comes someone who wants to thank you again for what you've done, tell you what has happened, what's the result of your gift and the gifts of others. Again, a group like the Achievement Council can do that kind of thing as well.

**Warren:** Help me understand the distinction you're making between cultivation and stewardship. Cultivation is before the ask, stewardship is after the ask, and *you* were the ask?

**Hotchkiss:** The ask ideally was usually me and one of these Development Associates—again, we're talking about the '70s—or me and one of the trustees or, if it was a really big-deal prospect, it would be Bob Huntley and I. Bob and I made many, many trips.

One of them, Mame, that was so funny was when Bob and I went up and solicited John Warner, who at the time was the secretary of the navy, for a gift which he kind of made. I won't prolong this but Bob and I had driven up in the car and, at the end of our conversation with John, he pops up—he, John, pops up—and says, “Oh, I've got to be at the State Department at 0400” or something like that. He said, “Bob, you ride with me so we can talk a little bit more and, Farris, you can pick up Bob at the State Department.” So he's gone. All of a sudden, he evaporates. Down the hall they go, Bob Huntley and John Warner with a marine or someone like that. They go blasting off through Washington's traffic in a black limo with flags flying or something of that sort, and here comes Farris in the university's car, completely unable to keep up with them because I had to stop at stoplights and things like that. I get to the State Department and when I got there—we never have figured out exactly what [happened]—but Bob, for some reason or another, thought that I was going to wait and pick him up at the Pentagon. So he was plunked back in the limousine and taken back to the Pentagon while I was at the State

Department trying to find him. Finally, Bob decided he really had misremembered and so he got back in the limousine at the Pentagon to come back to the State Department, where he assumed I was waiting for him, while at the same time, I had decided Bob must be back at the Pentagon. To bring this story to an end, we wind up at the Pentagon and this huge female marine sergeant grabbed my arm and she said, “Hotchkiss, you’re not going anywhere. You stand here and we’ll bring Mr. Huntley here.” And they did.

**Warren:** Oh, that’s funny.

**Hotchkiss:** Bob and I, when we left the Pentagon, we were so completely hilarious, this whole thing had been such a Mutt-and-Jeff act, that we got lost in Arlington [National] Cemetery. We couldn’t find our way out of the cemetery forever.

**Warren:** But did the secretary of the navy come through for you?

**Hotchkiss:** Yes, he did.

**Warren:** All right.

**Hotchkiss:** Well, he did. He did. Yes, he did. It was a little bit different because it didn’t really come out of his pocket. He had been married to [Constance] Connie Mellon, Paul Mellon’s daughter I guess she was, and so what he did is he got us a gift from the Mellon Foundation. But yes, he came through.

**Warren:** That will do. That will do.

**Hotchkiss:** Yes, it worked.

**Warren:** I’ll bet you have lots of stories and I’ll bet these stories just go on.

**Hotchkiss:** We have some funny ones. We really do.

**Warren:** One of the big things that happened that I’d love to hear the background story on is Sidney and Frances Lewis. What I was trying to figure out, it looks like Sydney became a trustee and then very quickly the gift came. But which came first and how did Sydney become a trustee? Was that part of doing the research and realizing that he was a good potential?

**Hotchkiss:** Yes. Back to research for a moment, we were aware that Sydney was the head of this new company, Best Products, that was a completely new idea in the way to sell merchandise. We knew that it was a very successful company and that Sydney had become quite wealthy, but Sydney and Frances spent every spare moment and, it seemed, every spare dollar in the arts. Their specialty was to buy paintings, particularly paintings or sculpture from young artists whom they thought had promise.

This may be not exactly chronologically correct, Mame, but in the meantime Washington and Lee owned what we call Col Alto. Do you remember Col Alto [Governor James McDowell's home in Lexington, built in 1827]?

**Warren:** I do.

**Hotchkiss:** We owned that then, number one. Number two, we had received by that time our [Reeves Collection of] porcelain and Col Alto was vacant and really down at the heels. There was a sort of a thought that if we could gin up a half a million dollars somehow or other that we could turn Col Alto into a museum. At the same time, Bob Huntley looked down the road here at duPont [Hall], that's the building at the very end [of the back campus] that had an extremely inadequate, for then, art gallery and an inadequate place for studio work, not only painting but music and all the rest. We put two and two together and got five. Actually, we put two and two together and got three, thinking that *obviously* the Lewises would be interested in making a gift for the arts. About that time they had a secondary offering of their stock, which was a perfect success, and they became even wealthier. Bob went to Richmond—oh, I don't know, Mame. He went to Richmond and got to know them—no request for a gift yet, but got to know them—and asked them if they would like to come to Lexington to see what we had in mind for the college.

In the meantime we had hired an architect. The architect had designed the law school and had actually had a model built of the law school. At that time, my office was over in what we call the Lee-Jackson House. In there was a little room—still is a little room but it had to get rebuilt—in the Lee-Jackson House, where we just kind of kept things and at that time the model was in that room. Okay, so here come Frances and Sydney Lewis to Lexington and we show them duPont and we show them the art studio and the gallery and the music. We take them to Col Alto and we show them where we were storing toilets and things like that instead of using the building for anything useful and ... the arts, the arts, the arts.

We all came back to the development office and Bob said to Sydney and Frances, "Oh, by the way, we have a model for a new law school building. Do you want to see it?" They said, "Yes, we'll look at it," so we walk through my office into the little room in the back and there was this model. The Lewises stayed around a while and we chatted and they left. Well, what we didn't know was is that somewhere between Lexington and Richmond, on what was then U.S. 250 before the interstate, Sydney said to Frances, "You know, Frances, if we wanted to, we could give Washington and Lee a new law school," and so they decided more or less, spur of the

moment, in the car to do that. The next thing we knew, their lawyer called Bob Huntley and asked if he could come up for a meeting with him and walked into Bob's office and said, "President Huntley, Mr. and Mrs. Lewis would like to make a gift to Washington and Lee of the new law school building, plus an endowment to support legal research."

Now somewhere in that mix, Mame, and I don't exactly know where it fits, but somewhere in that mix Bob asked Roy Steinheimer, who was the dean of the law school, to go to Richmond and meet the Lewises. I guess that happened maybe after the lawyer told them what the Lewises were interested in. I mean the lawyer didn't show up with a check in his hand, so I think that's what happened. I think he said they wanted to and the natural thing was to have the dean of the law school go down there and talk. Just about that time, I think before the gift was actually made, Bob asked Sydney if he would like to be on the board and Sydney said yes.

**Warren:** Yes, he was a trustee before the gift was announced.

**Hotchkiss:** Right, right.

**Warren:** But not very [much before]. That's why I was curious.

**Hotchkiss:** It almost was simultaneous.

**Warren:** When you get word of a gift like that, how is that handled? Do you keep it under wraps for a while until the optimum moment? Tell me about the logistics of keeping quiet about it.

**Hotchkiss:** You do what you said. You decide that you obviously neither want nor are able to keep it a secret for long because regardless of how confidential you think it is, it won't stay that way. You plan some announcement that is appropriate to the magnitude of the gift. I don't quite remember the ceremony but I think we waited, Mame, to when the board met next in Lexington. I think we had at the board dinner that night, which was usually a Friday night, invited other people whom we had identified as being interested in the law school, plus I guess the law school faculty, which in those days was small, and made the announcement.

I remember being worried that when this big gift—I mean a \$9-million gift back then was a *big* gift—I remember worrying that people might think, oh well, Washington and Lee has got a bunch of fat cats around, because we already had gotten the Warner gift for what we call the Warner Center, and that it would disincline other alumni to put their shoulder to wheel thinking they don't need to do that because these bigger guys, the Mellons and the Warners and the Lewises, were going to take care of it. Mame, I don't remember exactly what we decided but we

came up with some way to keep the heat under the pot. I think we came up with some kind of a challenge or something like that to keep other people engaged.

**Warren:** Again, you had all these different programs going, all happening about the same time. There was something called the Robert E. Lee Associates. There was the Generals Council. What else? Of course, the annual fund was going on. Were these various groups part of that?

**Hotchkiss:** The Robert E. Lee Associates was our attempt to identify people and thank people who made a gift of a thousand dollars or more to the annual fund. At the time that we created that inducement, if you want to think of it that way—and it really was an inducement—I think that year we had something like thirteen gifts of a thousand dollars or more for the annual fund. It wasn't long before the Robert E. Lee Associates atmosphere boosted that number to I can't remember what it is but it tripled and quadrupled very quickly.

**Warren:** What do you mean, the atmosphere?

**Hotchkiss:** Well, to rub elbows we'd have these elegant, elegant dinners, black-tie dinners, to which we'd invite the people who had made gifts at that level. There was sort of a panache of being in that circle of people who were similarly generous to you. We gave the Robert E. Lee Associate group special attention. We would write them a letter semi-annually or quarterly and bring them up to date on what was going on. They would get invitations to things on campus that were interesting. Most all of that was very effective for only a limited length of time. What is that play, *Will Success Spoil Rock Hunter*? We finally got so many Lee Associates it became clumsy. We got so many Lee Associates we found that what was happening was is that it was kind of a core group in the Lee Associates who tended to come back for the black-tie dinners but no one else did. After a while we decided that it really had seen its day. At which time we created the Generals Council, which carried the level of gifts higher, because we realized that a thousand dollars was no longer anywhere near the maximum that some people could afford.

Williams College, that I have always held up as a real example that I emulated in development work, they didn't do any of this stuff. They thought all that Lee Associates-Generals Council stuff was just tacky and ridiculous. They achieved perfectly without doing any of it. Well, we weren't Williams. Many people do like to be recognized for what they do. If you go to a symphony or an opera or anything like that, and you see people sit down with the program for the evening, they will invariably turn to the back and look at the donor list. It's just human nature. So we have stuck with [it]. We still do. It's morphed now into something called

the President's Society or something like that that recognizes gifts. There aren't many of them but we get gifts for the annual fund now of fifty thousand dollars. Our annual fund now is nearly a \$7-million fund, which is just remarkable.

**Warren:** How important do you think that ambiance [is] that is here, the black-tie ambiance, if you will? It certainly starts in student days. Is that part of what development is doing, is keeping that feeling of being special—and elegance—going?

**Hotchkiss:** I don't think as much as it used to be. What I mean by that is, I think that the world of philanthropy has expanded to such an extent that it's very hard to do anything in the philanthropic package in the way of recognition, like black-tie dinners, like lapel pins, like plaques on the wall, all that kind of stuff, that hasn't gotten kind of worn. There's no real special aspect to it. I don't know what Johns Hopkins does but I imagine they could hang a plaque off of every tree if they wanted.

What we have to concentrate on here is not so much the plaque or the black tie, but the friendship and the Honor System and the integrity of this place. That is far more legitimate to begin with and now much more effective than labeling gifts based on their dollar amount. Don't misunderstand me. We still try very hard to recognize gifts appropriately, but it is no longer the attraction. The attraction is really much more now the good that gifts will do, the need that needs to be met, and the natural association with your fellows who have done similar things that you have done, both in your own career—you know, successful lawyers with successful doctors—or someone like a wonderful female alumna of Washington and Lee University who, for years, has been the legal counsel for an Indian nation out West, just the antithesis of the big money. Her achievement is nevertheless recognized. Berthenia Crocker I think is her name. Washington and Lee really does develop lifetime friendships and lifetime ties that support this place atmospherically.

Mame, the thing that worries me is that we could lose that. The reason why I say that is that it's a bit of a conundrum; that is, this school is reaching for the stars now academically. We really are. In doing that, we are developing a competitiveness, a stretch for higher attainments for research grants of the sort we didn't used to get, and for brighter, and brighter, and brighter students. Somehow in that mix I worry that we might lose our congenial, collegial history. Our behavior could change. I don't think it has yet. It doesn't seem to. We're sort of getting to be, more and more, kind of a little Harvard or a little Hopkins with a lot of the same trappings but

trying to keep it wrapped in a smaller package. Our tuition is increasing a lot. A parent this year will probably write a check to Washington and Lee University for not much less than fifty thousand dollars.

**Warren:** Boy, times have changed.

**Hotchkiss:** Times have changed. So here comes all this money and it means you can afford to do things. It means you can afford to hire more people who are specialists. (I'm glad this isn't going anywhere.) We never had a provost, never needed a provost. Now we've got a provost and I think three assistant provosts. They're wonderful people and they're doing important, good work. It's just that what worries me is that someday someone may say, "You know what? A time ago, banks decided that bank A really had enough what they call back-room support to run a bank twice the size. Without having to add to the number of people in the back room, they could have twice as many depositors." I worry that someday someone may say, "You know, with the provosts we have, and the number of deans we have, and the army we have over here in student affairs, and the army we have in placement, and so on and so forth, we really could have twice as many students without having to enlarge that infrastructure at all." Mame, I'm not saying for a moment that that's on anyone's mind now necessarily, but it's just one of the things that worry me about Washington and Lee. I can see where we could kind of lose ...

We, in my opinion, became exposed to that possibility when a wonderfully brilliant man was here for three years, Tom Burish, probably I would say one of the foremost educators in the United States, a truly brilliant man. But he wasn't suited to this kind of place and, as much as I admire him, I think if he had stayed he might well have ruined Washington and Lee. I'm so happy that Notre Dame wanted him and that's where he is. He's the highest-ranking lay Roman Catholic educator in the world. He's capable of that and that's where he ought to be. I don't know how we got on this subject, but anyway ...

**Warren:** From black tie. We got a long way from black tie.

**Hotchkiss:** Yes. Anyway, there you are.

**Warren:** We could go fifteen or twenty different ways here. I'm going to pause for a moment.

Farris, I apologize [for a problem with the recorder]. Can we start again talking about the Monday lunch bunch?

**Hotchkiss:** The Monday lunch bunch was created by Bob [Huntley] and it was a gathering of all the people who reported to him: the deans, the director of admission, the alumni secretary, the

director of development, all of those people. The purpose of it was to bring these people together for basically two purposes: one, for Bob to seek from them their input on anything he wanted them to think about, suggest, or to enable them to ask for advice or to make announcements for things in their own areas. We would meet every Monday for lunch.

The wonderful thing about Bob and part of what I have always regarded as part of the Huntley magic was that there were some times when Bob would just come in there and you would know that that just wasn't going to be a very serious lunch that day. Bob was and still is a great storyteller. He would have been on a trip and he'd regale us with some story that would be interesting—and I think Bob would sometimes gussy it up a little bit to make it even more interesting—and we would sit around and just be good friends. It was very atmospheric. It was the kind of atmosphere that I said awhile back, if the tape recorded it, that I was worried that we might lose, this feeling of closeness and personal attachment one to another. Every president who's followed Bob has had the same organization, sometimes at lunch, sometimes at breakfast, but never again was there quite the feeling of camaraderie, of personal attachment, as there was in the Huntley years. Bob just had that ability. John Wilson would fascinate us with his thoughts. John just would come in to some of these Monday lunches with the most remarkably inventive things that he wanted to share with us. He would come in with his Irish history that he adored and just, again, fascinate us with something he had read or whatnot. As wonderful as that was, it still didn't have the glue that Bob had.

**Warren:** Has it always been on Mondays?

**Hotchkiss:** I don't know what Ken [Washington and Lee President Kenneth Patrick Ruscio] does now, so I'm not sure. It was always on Mondays up until the time Ken became president but I'm not sure what he does. It's not any longer called the Monday lunch bunch or the Monday breakfast bunch. It has a formal name now.

**Warren:** Oh, how boring.

**Hotchkiss:** I think it's like the president's cabinet or the senior something or other.

**Warren:** Ah, well, it's the twenty-first century.

**Hotchkiss:** Yes. Labels, labels, labels.

**Warren:** We all have to sound like grownups.

**Hotchkiss:** Yes.

**Warren:** I just remember hearing about the Monday lunch bunch and it sounded both like fun and where the action really was.

**Hotchkiss:** Oh, it really was. It's the perfectly logical thing to do. It brings together, theoretically, the people who collectively have their hands on the throttle.

**Warren:** Is this something that happens at most universities or is this something that Bob Huntley came up with?

**Hotchkiss:** Mame, I haven't the slightest idea. When he began doing it back in the '70s, I don't know. My guess is that it was not unique. My guess is that it was done [elsewhere].

Bob was a member, or I might say Washington and Lee was a member, of a group of other liberal arts colleges that met. They had a name like the Learned Seven or some such. The presidents of these places would get together; for instance, Washington and Lee would once in a while host the gathering at Skylark [Farm]. (There's another wonderful gift story.) I'm sure that's some of what Middlebury, Williams, Amherst, Grinnell, Rhodes—anyway, schools like us—were doing. Where that [idea] came from I'm not sure but it sure was nice while it lasted.

**Warren:** Let's talk about Skylark.

**Hotchkiss:** I put Skylark in the same category or a similar category to the Lewis's gift. The Lewis's gift for the law school was, basically, not solicited. The minute there was the possibility, we really rolled up our sleeves and got to work and made sure that it happened, but it was really the Lewis's idea. Skylark was absolutely no one's idea but Mr. and Mrs. Leslie Cheek.

Leslie Cheek was the heir to the Maxwell House coffee fortune from Nashville, Tennessee, and Mary Tyler, his wife, was probably as elegant a woman as I have ever known in my life. They had created over a number of years—it was hard to do—they had created this place that we know as Skylark Farm. The reason that it took so long is that they had to piece together the land, and the people up on those ridges who own land don't let go of it very easily. They finally got it pieced together [and] it's about three hundred and fifty acres, roughly. Leslie was a Yale-educated architect even though professionally he was the head of the Virginia Museum of Fine Arts in Richmond. They had designed this absolutely gorgeous big house that was going to sit atop the highest part of the land on the Blue Ridge overlooking the valley. They had designed three little support houses that I think you've seen.

About that time, Mrs. Cheek had breast cancer, I believe. I think I'm right about that. Once again, I might be wrong. [She] survived it quite well and lived for many, many, many

happy years afterwards. But Mr. Cheek, Leslie Cheek, unfortunately, became ill with a disease that I don't think was Parkinson's but was similar to it. They decided that if they could not enjoy Skylark in good health, they simply didn't want it, number one. Number two, they did not want it to be in the hands of any governmental organization. They wanted it to stay in private hands. Number three, as you know, Mrs. Cheek's father, Douglas Southall Freeman, was George Washington's and Robert E. Lee's biographer. So even though they had no connection with Washington and Lee at all, nor did he, here we sat, private, with the right name. They decided that we would be the kind of organization to have it.

Very similar to the lawyer showing up in Bob Huntley's office representing the Lewises, another lawyer, I think, telephoned Bob Huntley—I don't think he actually physically showed up—and asked Bob Huntley if he would come up to Skylark to meet Mr. and Mrs. Cheek, which Bob obviously did. They told Bob that they were thinking about giving it to Washington and Lee.

Here comes Monday lunch. We show up at Monday lunch and Bob sits down and starts telling us about there's this place on the Blue Ridge that is glorious—Skylark—and he described it to us physically. Then he dropped this bombshell in saying, “And by the way, Mr. and Mrs. Leslie Cheek, who own it, are thinking about giving it to Washington and Lee. What do you think? Should we accept it?” The answer was yes, but it was yes with care, because we had accepted another gift in the past—Col Alto—that I referred to a minute ago, that had gone bad. Bob wanted to be sure that if for any reason Washington and Lee ever either didn't want or couldn't afford Skylark, that we wouldn't be hamstrung. There were other details too that needed to be worked out.

I'll never forget as long as I live: Bob and I went up to Skylark—this is after he had already been there and after all these negotiations had taken place, I think mostly by telephone, with the lawyer. Bob and I got up to Skylark—you've been there?

**Warren:** Oh yes.

**Hotchkiss:** We pulled in that little courtyard, knocked on the door, and Leslie Cheek opens the door and he says to us, “Well, hello. I'm so glad you're there. Would you mind waiting a little while? I need to brush my teeth.” With that, he closes the door. So there are Bob and I, standing on one foot and then the other out there in the little courtyard. We walked around a little bit and looked at the fountain, saw the goldfish in there, and after a very short time the door opens again

and Leslie says, “Will you come in?” We came in, we sat down, and we sat at the table. There was a table at the end of that living room in that house. He said one of the most profound things that I keep turning over in my mind. He said, “We don’t want Skylark to be in the hands of anyone who can simply afford it.” Think about that. “We don’t want someone who just has a lot of money to have Skylark. We want Skylark to be in the hands of people who will use it creatively and we think that Washington and Lee University will use it creatively,” as we always have. “We want to make the gift to the university in memory of Douglas Southall Freeman, but we want no publicity. We don’t want this to result in headlines or anything at all. We’re not saying you have to keep it a secret, but we don’t want you to trumpet it from the treetops.” And the rest has been history.

**Warren:** Lovely history.

**Hotchkiss:** With one little additional thing and that is that about I’m going to say five years after they gave it to us—here’s stewardship. I would go to Richmond periodically to have kind of a Richmond day and I’d see a number of people. Not every time but I would often go by and see the Cheeks just to keep our good relationship going. They had gotten to know me, and Leslie called me up one day and he said, “Farris, I have been thinking that that lower house isn’t big enough for you all to use it for meetings, and there isn’t enough room down there for overnights. We would like to enlarge it.”

Washington and Lee wasn’t all that interested in it being enlarged. I mean we weren’t opposed to it but it wasn’t a gleam in our eye necessarily. We knew that doing it was going to be expensive and we were a little nervous that somehow or other, because he hadn’t said so, that he was going to pay for the whole thing. But he then made it clear that he was going to pay for the whole thing. In a wonderful way, because as I’ve said he was a Yale-educated architect and by that time his Parkinson’s was fairly advanced, he designed, literally designed [with] pencil and paper, the enlargement of that lower house, the bigger conference room and the dormitories downstairs. It was truly a gift to us and intellectually it was a gift to him because it gave him a project to work on. He didn’t live much longer than when it was done. So that was the Skylark story.

**Warren:** I remember Mary Tyler [Cheek] coming and speaking for Lee’s birthday one year.

**Hotchkiss:** Wasn’t that beautiful?

**Warren:** I quoted it at the beginning of the book [*Come Cheer for Washington and Lee*]. It was so beautiful.

**Hotchkiss:** She was exquisite.

**Warren:** She really was.

**Hotchkiss:** She and our professor Sidney Coulling had that similar elegance. In addition to their storehouse of knowledge, they had a way of articulating it that was just incredible. Sid still does.

**Warren:** He does indeed. And Mary Tyler's no longer with us?

**Hotchkiss:** Mary Tyler's no longer with us. They're both dead.

Mame, let me interject, if we're staying a little bit chronological, we need to rewind here. At my time at Washington and Lee the high points for me included something we haven't mentioned. That was when we were declared a national historic landmark. That was something that we wanted to achieve and it wasn't easy. Just being old wasn't good enough. You had to be old and distinguished and you had to have some reasonably important architectural attribute. Your friend Bob Keefe [who worked in the W&L communications office in the 1970s] and I put together this presentation for the Department of the Interior—I believe that's right—that both in text and in photography gave the history of the Colonnade and Lee Chapel and presented it to the under-, under-, undersecretary of something or other.

I'll never forget, again, as long as I live, I was for some reason over in Charlottesville. I think I'd taken Judy [Hotchkiss] over there for a doctor's appointment or something. Anyway, I had some W&L mail that I hadn't opened yet. I was sitting in the car, I think, waiting for Judy to come out of her appointment and opened this letter from the Department of the Interior, which just very plainly and with no preamble whatsoever said, "We are pleased to tell you that Washington and Lee University has been declared a national historic landmark." That was so thrilling. It was just incredibly thrilling.

Back to your question about announcing a gift, we wanted to make that as proud and as distinguished an announcement as we could. What we did in essence is we put together an event that physically looked a lot like our graduation exercises that we had out in front of the Lee-Jackson House and the highest-ranking man from the Department of the Interior who was apropos or appropriate to this kind of thing came down and made an address. We had the Board of Trustees there and we made as much hoopla as we could, and then the plaque was affixed to the front of Washington Hall. That was a wonderful day. It really was.

**Warren:** That's quite an achievement.

**Hotchkiss:** Yes, it really was.

**Warren:** Coming from Annapolis, I know that's quite an achievement.

**Hotchkiss:** Yes.

**Warren:** Now, the Ford Foundation had been solicited for preserving the Colonnade. Is that right?

**Hotchkiss:** No, the Ford Motor Company.

**Warren:** I'm sorry.

**Hotchkiss:** Not the Ford Foundation. They became interested in doing something. You know, Mame, it's often been said, and I guess I should say thank goodness, that there really isn't anything such as corporate philanthropy. It's really corporate public relations that causes them to do things. Now that may sound like an ungrateful thing to say, but the fact of the matter is that the Ford Motor Company wanted to do something that they thought would be pleasing to their southern dealers. They looked around and decided that it would be nice if they were instrumental in doing something for Robert E. Lee's memory. I don't know exactly how it went but somehow or other—this was during Dr. Cole's time—somehow or other they came to know that there was this Lee Chapel on our campus that was in need of being physically rehabbed and that's what they did. They made a gift, I think in 1961 I think it was, to redo the Lee Chapel.

**Warren:** I found some reference to proposals to I thought it was the Ford Foundation for restoration of the Colonnade that got turned down.

**Hotchkiss:** Well, I'm sure it did because they don't do that.

**Warren:** Yes.

**Hotchkiss:** Yes.

**Warren:** Okay. Now the other gift that I've never heard the story about quite how it happened was, how did Jack Warner get on board for the Warner Center?

**Hotchkiss:** That was probably the most ordinary of the gifts, appreciated certainly, but that was really, Mame, basically nothing more than having this guy who owned all of Alabama sitting there and a person who was then, and during his students days, and still is today, quite an athlete. He just seemed to be made in heaven for athletics and a larger gymnasium. I didn't have any part of that whatsoever. Bob Huntley went down to Tuscaloosa, Alabama, and said, "Jack, we need a new, larger gymnasium," and Jack said, "Here's a gift." Now he didn't make a gift large enough

to pay for the whole thing but it was the dominant gift. Washington and Lee's rule of thumb is that we are willing to name a building for a gift that is at least a half of its value, and so that's how that happened. Of course we didn't want to do anything to lose the Doremus name, for obvious reasons, so that's why we have the Doremus Gymnasium and the Warner Center, which sounds like a kind of a semiduplicitous thing but it really wasn't. It's a way you can do sometimes. You can wrap a building that already has pieces in it that are named for other people.

**Warren:** Oh yes. You can name just about anything these days.

**Hotchkiss:** You can. You can.

**Warren:** I've seen that. There's one more thing I'd like to talk about before we take a break. I found lots of references, and I know this happens on a regular basis: what's the purpose and were you involved in self-studies?

**Hotchkiss:** I wasn't much involved in self-studies. The self-study is a requirement of the Southern Association of Colleges and Universities for your accreditation. Every ten years you have to conduct what is called a self-study, which is a massive examination of everything that you are doing and everything that you would like to do, compiled in a thing that's about the size of a New York city telephone book that has sections in it: student life, academic affairs, development, financial management, governance, et cetera. You have to do that every ten years to, hopefully, have your accreditation renewed, so it's a reaccreditation exercise.

**Warren:** But that would not really be a development [issue]. You wouldn't have been particularly involved in that. That's more a faculty and administrative [concern]?

**Hotchkiss:** Actually, Mame, you kind of put together a machinery for the self-study process, essentially a steering group. When I got here in '66, the self-study that was due about then had been finished, basically. Then came '76. I was involved in that self-study only with respect to that part that had to do with development, as I was in '86. [Laughs.] I don't know what happened to '96.

**Warren:** We were getting ready to party [for the 250<sup>th</sup> anniversary].

**Hotchkiss:** The thing is: a self-study, if it's a good one, causes you to think about what you'd like to achieve and what you need to achieve that, so a lot of campaigns and a lot of campus plans and blueprints and all of that kind of thing spring from a self-study. When you contemplate your navel for a while and you finally decide there are some things you want to do ...

**Warren:** It seems like a useful exercise.

**Hotchkiss:** Yes, it is. It's useful and it's mandatory. Even if you don't want to do it, you've got to do it anyway.

**Warren:** I just remembered there's one more thing that I can't believe we haven't brought up under Bob Huntley's period, and it goes on in both directions, I think. It's the Virginia Foundation for Independent Colleges and our good friend Lea Booth.

**Hotchkiss:** Yes. Let's pick that up after lunch.

**Warren:** All right, let's do that.

[Pause]

**Warren:** We've had a lovely lunch and we've got the [recording] machine running fine. I had just asked you about our old buddy Lea Booth and the Virginia Foundation for Independent Colleges. Tell me about how important that organization was or wasn't.

**Hotchkiss:** It was not, Mame, of great importance. It was simply the idea that if you—it was sort of the fundraising theory of one-stop shopping. If you could ask twenty-five or thirty corporations for a gift in one fell swoop that would suit those corporations better than having development officers from the twelve private colleges that made up the Virginia Foundation calling on these people individually.

The way it worked is that there were twelve private liberal arts colleges that made up the Virginia Foundation for Independent Colleges. The presidents of those colleges agreed that they would provide I think it was five days or so, something like that, five days of their time asking corporations in the state of Virginia, or elsewhere where it made sense, to make a gift for the Virginia Foundation. Then all of those gifts, once pooled, would be distributed to the twelve members, the twelve colleges.

**Warren:** Equally?

**Hotchkiss:** No. Now this may not be quite right. Bob Huntley will know a whole lot more about this than I do. I think the way it worked is that 60 percent of the pot was divided equally and 40 percent was divided per capita based on enrollment. Maybe I have that switched. It may have been the other way around, but one section was per institution, one was per capita.

I said a minute ago that there are some people who just by being who they are, people want to perform for them. They want to be approved of by [them]. Lea Booth would just get these executives—I mean you're talking about the heads of the biggest corporations in Virginia—he got The Homestead to agree to let these people come once a year for a VFIC

meeting. They would just look forward to that and have a great time and then during the year very dutifully make their rounds.

Having said all that, in my later years, with John Elrod particularly, John began thinking that five days out of his life really didn't produce for Washington and Lee as much money as it should. If he spent those same five days with some of our own individual prospects it would have done Washington and Lee more good. I told John that I wasn't sure he was right about that. First of all, technically and numerically maybe so, but there's a real benefit for any corporate community to think highly of and approve of the educational institutions in their state. Sure, this was a fundraising, moneymaking exercise, but at the same time it was a very good communications tool that informed corporate Virginia what was going on in the private institutions in the state.

**Warren:** How much of its success was because of Lea Booth and his personality?

**Hotchkiss:** Oh, I'd say 80 percent. It was born by Lea. He birthed it and he was *it*. There were successors during Lea's lifetime who did adequate administrative jobs but they just didn't have the pizzazz.

**Warren:** So by the time John Elrod was working with them it wasn't Lea Booth anymore.

**Hotchkiss:** No, it wasn't.

**Warren:** Perhaps he had a point.

**Hotchkiss:** By the time John Elrod rolled around, it was probably the third successor to Lea Booth. Lea died not all that long ago.

**Warren:** I saw that in the magazine.

**Hotchkiss:** Yes, yes. Great guy.

**Warren:** He was, but what a character.

**Hotchkiss:** Oh yes, and he adored this school. He adored Washington and Lee.

**Warren:** And he wrote great letters.

**Hotchkiss:** Yes, he did.

**Warren:** Oh my God, I remember coming across things, publicity that he did, when I was doing *Come Cheer*. He was a nutcase. I enjoyed his stuff so much. Frank would come up with things from the files, the Lea Booth file.

**Hotchkiss:** I don't know what Frank, by the way, has done with his files but there's a treasure trove right there.

**Warren:** Yes sir. I plan to talk to him about it.

**Hotchkiss:** There's an enormous amount of material there.

**Warren:** And who knows where they are now.

**Hotchkiss:** And who knows, that's right.

**Warren:** I didn't see them [in Special Collections] but I may not have been looking in the right aisle.

Another character that came in toward the end of Bob Huntley's period is [Richard B.] Dick Sessoms. He's not a Washington and Lee man but he sure became one. Tell me how he fit into the cast of characters.

**Hotchkiss:** Dick was in the class of 1956 at Hampden-Sydney [College] and had the good fortune of marrying the daughter of the chair of our department of French at Washington and Lee, Fran Drake's daughter, Sally [Drake]. When Dick graduated from Hampden-Sydney, I don't know whether he and Sally wanted to live in Lexington, if that's what did it, but whether it did or whether it didn't, Dick's first job was to be a sportswriter for VMI [Virginia Military Institute]. He did that for not many years but several.

Then, and I don't know how this happened, Mame, but then somehow or other someone found out about him and asked him to come to Williamsburg to be basically their public information officer in Williamsburg. He soon sort of combined with that a lot of event planning in Williamsburg as well. As Dick said, he ushered in the crowned heads of practically every place on earth. In those days, the routine was that if you were the president of Norway or Sweden and you were coming to the United States, you would come first to Williamsburg to spend a night or two, maybe, to kind of get your clock adjusted so that you didn't jump in the deep end in Washington the instant you touched down. So all of them would come to Williamsburg and ushering them in and out was part of Dick's job.

He tired of that after quite a long time and about that time Lea Booth was looking for a number-two person for the VFIC I think with the, and again, I don't know whether what I'm about to say is correct or not, but I suppose with the implication that that person would probably take over Lea's job someday. That appealed to Dick and he came to Lynchburg and did that for, oh, I don't know, Mame, a while, seven years, eight years, something like that. It just didn't work very well. I think that's all I'll say about that. It just didn't click. In the meantime, Bob Huntley, who had been very active in the VFIC, got to know Dick. Bob told me that if I was

interested in getting someone over here to add to our development staff, because we were still pretty slim, that Dick might be a good person. So long story made short, that's what happened.

Dick came over and was in the development office for three years, four years maybe, no longer than that, when we needed to get a new alumni secretary, a new director of alumni affairs. There's a slight difference between those two titles. Particularly there's a difference if the person who takes that job is not an alumnus. Dick was just made for that. I can't think of anyone who could have been a more perfect alumni person than Dick. The fact that he was a Hampden-Sydney alumnus made utterly no difference at all. It was entirely invisible insofar as 99.9 percent of our alumni are concerned. Dick did that so successfully, particularly during the coeducation years and the years immediately following the enrollment of women. Dick went way out of his way from day one to get to know our women students. We used to kid him that that was really what he'd been waiting for all along. As they graduated, he'd keep up with them and make sure that they were being welcomed into the alumni associations in the cities where they lived. Just a wonderful guy. But even being as successful as he was, he wanted out of that after a while. Then he came over again, for the second time, to the development office and was there in what we call capital gifts, which are your gifts for scholarships and endowment and that kind of thing, until he retired.

**Warren:** What's the distinction you're saying between the alumni director and the alumni secretary?

**Hotchkiss:** It's essentially semantics and that is a person who is an alumni secretary is usually an alumnus or an alumna. I don't know why, just that sort of seems to be the connotation of that. If you hear that Mame is the alumni secretary, you normally just assume that you must be a graduate of that school. Whereas if your title is a director of alumni affairs or a director of alumni activities, again for reasons I can't quite put my finger on, there isn't that same nuance. It's completely unimportant.

**Warren:** But you're right. That assumption is a reasonable one.

**Hotchkiss:** Beau Dudley, who is very definitely an alumnus, a double-degree holder, he did not want his title to be alumni secretary. He wanted it to be director of alumni affairs. In fact, in his case it's executive director of alumni affairs. Again, what is it lawyers say sometimes, a distinction without a difference?

**Warren:** So, there's comes a time when Bob Huntley decides enough is enough. How was that news greeted? Tell me about that transition.

**Hotchkiss:** The news I think was greeted with genuine regret but complete understanding. I think even people who aren't all that savvy about higher education realize that college presidents can't stay in that slot forever. It's not because they are too old or anything. It just is after a while they and their institutions need a fresh person at the helm. Bob was president, I think, for fourteen years. I think that's right. I remember when he was telling us that he was going to retire, he said, "It's not that I don't have any new answers, it's that there are no new questions."

He announced to the board. It took them by surprise. I guess it took even the rector of the board by surprise. When Bob sat down with the board as a whole and told them that he had decided to retire, I think they were quite surprised and quite sorry, but quite understanding. It was a little unusual in that what Bob was leaving here to do. He stepped down as president, went back to the law school, taught for a year—I think I'm right about that. Yes, taught for a year—and then became the president of Best Products, the Lewis's company in Richmond. A lot of people didn't understand that. They had a hard time quite getting Bob the college president, the law school dean, the law professor, as the head of a merchandising company. As was no surprise to anyone, Bob did as well doing that as he had done being a college president. He just is a man of tremendous ability.

Then the search was made for his replacement and Bob had already found his replacement, as far as he was concerned. By that time Bob had come to know John Wilson and thought he was just great. He thought John Wilson was just great. I don't even know, Mame, how much of a search the board conducted. If there was anything wrong with Bob's presidency, and I'm not saying this was wrong, unlike any president since perhaps [Francis Pendleton] Gaines and [Robert E.] Lee, Bob really was able to pretty well steer the board. I don't think Bob ever felt that the board was his boss. If anything, my view is it was sort of the opposite, and boss is a bad term, but I think Bob felt he was basically in charge. I do not know how the conversation went but in my imagination, my presumption is that Bob told the search committee of the board, "You guys really don't need to look around. There's this wonderful man named John Wilson. You ought to go get John and that's that." And that was that.

**Warren:** How did you know that Bob Huntley and John Wilson had a relationship?

**Hotchkiss:** One of the real pleasures in my life while Bob was president, and particularly while my office was over in the Lee-Jackson House, is that on Bob's way to work in the morning he would often stop off at the Lee-Jackson House and we'd have a cup of coffee together and then he'd go on down to Washington Hall. One day he came in, having just gotten back from a VFIC meeting, and he said, "Farris, I've met the man who should be Washington and Lee's next president." Now this was before Bob stepped down.

The VFIC, which as I told you was entirely made up of private college members, but they had asked John Wilson to come to address them on the topic of how state universities were becoming more philanthropically active. For a long time state universities didn't really work terribly hard on philanthropy. The money came from the state, then there was this competition set up. John had been the president of Wells College, private, and he was the executive vice president of Virginia Tech, so he came and that's where Bob ... I don't know if that's the first time Bob met him, but Bob came away so impressed with John that I think he pretty well had that, as they say, wired, I believe.

**Warren:** Well, you just gave me a hot topic for my conversation with Bob on Thursday. I did not know that connection.

**Hotchkiss:** It'll be interesting to see what he says, but I remember. I can see it today. He came in and there was a chair over in the corner of my office and he sat down. He said, "I think I just met the man who ought to be Washington and Lee's next president."

So John Wilson came. Gosh, that poor man had such an initial hard time in a kind of a silly way. People would say, "Oh, Wilson came down in his John Deere?" Washington and Lee for a while was just not entirely accepting of a man from Virginia Tech, this agricultural [and] engineering school.

**Warren:** They didn't know John Wilson very well.

**Hotchkiss:** They didn't know because John was a, gosh, what a beautiful scholar. It didn't last long. One of John's great strengths is that he has a marvelous ability to poke fun at himself. When he understood what was going on, he used it. He didn't try to run away from it. He used it. He would say, "If I can just get that tractor in Traveller's stable." I remember one of the first talks John made, he said, "You know, one of the nice things about where the Lee House is located is that it's not far from the thrift shop." But John just won over—I have to be careful with my timing—he won over the university's family fairly quickly because he's such a lovable guy.

**Warren:** But he had some tough things he took on.

**Hotchkiss:** I was going to say *but* that didn't last long. Not through any lack of love, but here came coeducation and everyone wondered whether John had come to Washington and Lee with his mind made up that we should become coeducational. As far as I'm concerned, Mame, I can sit here in this chair and say with all the confidence in the world that he did not come with his mind made up. [When] he came here his attitude was, anyone who thought we should be coeducational, prove it. Tell me why. The very first thing he did, almost the very first thing he did in that respect, is he called together all of our alumni on the faculty and quizzed them about coeducation and found out that our own alumni on the faculty—not a 100 percent but mostly—thought we should become coeducational.

**Warren:** What an interesting approach.

**Hotchkiss:** Then he found, without any surprise at all, that the rest of the faculty, the nonalumni faculty, also thought we ought to be coeducational.

Then we either made a horrible mistake or did something very smart and I, to this day, have never known the answer to that question. That is, we decided to ask the alumni. Where we ran into trouble with that, where it was trouble, is that we were asking their opinion. We were not asking for a vote. But many, many alumni took it as a vote and so for quite a while we had to combat being told, "Well, 55 percent"—or 62 percent I think it was—"said that we should remain all male, so what are you doing with the decision to become coeducational?"

It was far more complex than that. That question was not asked in that simple form. The question that was asked was, "What would be your preference?" where a majority did say keep it all male. The next question was, "If it were necessary to maintain Washington and Lee's academic standards, would you then feel that we should remain all male?" or not quite worded that way but that was the gist of it. Then that as I recall 62 percent, which isn't an overwhelming majority even so, dropped fairly quickly to right around fifty-fifty.

It was one of these things, Mame, where we could have moved through it faster and, looking back on it, that might have been the thing we should have done. Probably we could have gotten away with a decision made much more quickly than it was made, instead of canvassing the two parts of the faculty and asking the alumni. Then John did a fair amount of traveling around; alumni organizations would want him to come and talk about coeducation.

**Warren:** Did you go along on those trips?

**Hotchkiss:** Almost all of them, yes.

**Warren:** What was it like, trying to talk with the alumni?

**Hotchkiss:** In most places you would find a very, very high degree of courtesy, people really, really trying hard to be hospitable and courteous. But you could feel that under that veneer was a fairly strong stream of I'm going to call it discomfort, not necessarily absolute disagreement but kind of discomfort, you know, with every effort being made to mask that in most cases. We'd be coming into places and I would be trying to brief John on some of the main people. I'd tell him, "Well, so-and-so, I was talking to him on the phone the other day and, boy, he is absolutely opposed to coeducation, so watch out," and invariably when John came to that person to shake his hand, there was no way you would ever guess that guy had that kind of an opinion. They were just too courteous to say so, with some exceptions. There were, in almost every place we went, there were usually one or two or three people who would vent their displeasure. In one place, two guys got up and screamed at John and walked out, but it was just very few ever had that kind of behavior.

The board had this meeting, Mame, that just was unreal almost. They decided that they had debated it long enough and we had asked enough people what they thought and it was time to make a decision. They decided that the way they would make the decision was that, number one, it had to be a supermajority and, number two, it was not going to be either a voice or a hand vote. It was going to be a personal expression. We were down here at Northern Auditorium and each trustee stood and stated his case. There were tears and there was—oh gosh, it was just as I said. The tension in that room was just incredible. There were trustees who were pretty articulate in what they thought. One of whom, for instance, was [Christian] Chris Compton, who was on the state supreme court at that time, *very* opposed to coeducation, but having become a real student of the question and, as a judge and as a lawyer would do, he laid out the case that he thought ought to lead to a vote to not become coeducational. Other trustees just would stand up and say, "I'm for it" or "I'm against it," words like that. A trustee named [Thomas] Tom Touchton—you remember Tom—Tom was so choked up he couldn't talk. Tears were rolling down his cheeks.

The vote passed only by a margin of two, so it was not an overwhelming mandate. Of course it was, again, a supermajority. It was a two-thirds vote. Right after it was over, John Wilson as the president, and [James] Jim Ballengee as the rector of the board, and Chris

Compton as the loyal opposition got behind a table for a press conference and, from that moment on, Chris Compton and *most* of our alumni fell in line and were good citizens of the decision.

There were some who weren't but there were very few. The only person who was really big in our pantheon who never changed his mind was this fellow John Stemmons in Dallas. But one by one, slowly—it didn't happen very quickly—over the years they said, "Yes, I understand now."

**Warren:** One of the great thrills of my experience in doing the interviews for *Come Cheer* was when Jack Warner said, "I was wrong."

**Hotchkiss:** Yes, exactly. I know it, yes.

**Warren:** I really didn't think I'd hear him say it but he said it in just that many words, "I was wrong."

**Hotchkiss:** Yes, he did. "I was wrong," and he handed John Elrod a check for a million dollars and said, "This is for the girls." John Stemmons, with again impeccable courtesy, never changed his mind. If ever it came up and he needed to say anything about it, which was not very often, he would just very calmly say, "I think it was a mistake." Period.

**Warren:** I'm going to pause just for a moment.

Well, that was drama number one for John Wilson but then he got bored, I guess, very quickly and moved on to the fraternities.

**Hotchkiss:** Yes.

**Warren:** I'll bet the alumni had a few things to say about that, too.

**Hotchkiss:** There was a president at Williams College whose name either is or was Jack Sawyer. While he was the president of Williams they, too, made both a fraternity and a coeducation decision during his presidency. John called him up and Jack Sawyer told John, he said, "John, I've got to tell you, the decision on coeducation is a whole lot easier than the decision on fraternities." Now, Williams had made a decision to get rid of them. John had a different opinion. John really believed that, in our case, it would be better to have good fraternities, that that was a better decision, than to decide to do away with them. He, sort of as the old saying goes, put our money where his mouth was.

We hired architects to decide what needed to be done to these houses, not only to repair them because many of them were pretty damaged, but also to make them a better configuration anyway. We spent, I think, \$13 and some-odd million on rehabbing them. Tom Touchton, the same Tom Touchton who was so emotional about coeducation, was the trustee who was in

charge of what we call the [Fraternity] Renaissance. When I say in charge, not really, because the work was really controlled by Frank Parsons. Frank knows seventeen hundred times more about the Fraternity Renaissance program than anyone else does, except maybe John Wilson. At any rate, we got them all rehabbed [and] built two completely new ones.

When that was over and the rules had been changed—the requirement that they have house directors was put in place [and] alcohol consumption in the fraternity houses was addressed—after all these things were done, we opened them for business on the new stance. I mean they never were closed except literally while some construction was going on, one of the houses would sort of have to see if the Phi Delts would let the Betas sleep in their house while the Beta house was torn apart, and vice versa. We closed Henry Street, that's the street that goes between the Phi Delta house and the Sigma Nu house and, if you kept going, winds up in the parking lot for Lee Chapel. We brought the whole university community together on Henry Street and there were speeches and compliments and toasts and all the rest. We were off on a new day.

As it's turned out, it hasn't worked perfectly. There always has seemed to be some houses that misbehaved. Property damage pretty well stopped though. Misbehavior was more to do with alcohol abuse and that kind of thing rather than any physical damage. One reason being that I think it's every other week, I think I'm right, a member of our buildings and grounds department shows up in each of the houses. If anything has been damaged or broken, it gets fixed by our buildings and grounds people and the fraternity gets the bill. It's a very hefty bill that they must pay and if they don't pay it, they don't get their grades, so there's pretty heavy-handed oversight when it comes to physical property.

**Warren:** Why did it wait until John Wilson was here to take on coeducation and Fraternity Renaissance?

**Hotchkiss:** I think the coeducation thing, Mame, was brought on by our increasing admissions difficulty. It's a good question.

There were people who were vocal that we should be coeducational. There were faculty who would say, "I can teach American history or I can teach chemistry better to a class that has both men and women," with that being more probably apropos to your social sciences and your nontechnical courses. But there wasn't any real fervor for it from that standpoint. There were some people who just felt as a moral situation ... My daughter, Julie, told me before the decision

was made, she said, “You know, Dad, I’m qualified in every way to attend Washington and Lee except that I just happen to be a girl. That’s just not fair.” So there was that body of thought but it wasn’t powerful enough to bring it to a head.

It seemed—well, it didn’t seem. It was a fact that for a number of years, while most all of the formerly all-male colleges were becoming coeducational, that our admissions picture remained reasonably good. But then it began to slip and it finally got to the point that caused us a huge amount of communications problems. You’d have, say, a perfectly sufficient number of applicants for the freshman class, so you would not be making known a decreasing number of applicants. But the quality of the applicants was slipping.

Number one, the first thing that happened was that let’s say five applicants who were well qualified—good, good students—and they would be offered a place in the class. Out of the five, only one of them decided to come because the other four decided I’d much rather go to a coeducational school. That meant, okay, then you’ve got to slip into the next tier. In that tier there’d be five guys who were not as well qualified, who were not being offered admission to some of the better schools where they had applied, and we’d take them and they’d come. So the whole thing declined. That’s what finally brought the pot to a boil.

**Warren:** Was this on Bob Huntley’s radar screen?

**Hotchkiss:** You know, it really didn’t—it had begun while Bob was president. You could trace its genesis there. But it really didn’t get—it being this decline—it really didn’t get going, until John Wilson had been here for about three years. He came in ’83. No, that’s not right either because he came here in ’83.

**Warren:** He came in ’84 [sic, Hotchkiss is correct: Wilson came to W&L in 1983].

**Hotchkiss:** Was it ’84?

**Warren:** Well, he was inaugurated in ’84.

**Hotchkiss:** Yes, that’s right. He was elected, okay, ’84, and we made the decision in—why am I losing my dates?

**Warren:** The first women were here in the class of ’86.

**Hotchkiss:** ’89.

**Warren:** They came in ’86 so it was the class of ’89, yes. He [John Wilson] took it on right away.

**Hotchkiss:** Isn't that funny. It was a shorter time than I had remembered. At any rate, it obviously was evident on Bob's watch and it may be you'll have to ask Bob yourself why. A number of people said, and I was one of them, that Bob could have taken care of this change with much less hoo-ha than John Wilson.

**Warren:** I wondered about that.

**Hotchkiss:** Bob, again, was so powerful I think Bob could almost have said, "This is the way it's going to be," and gotten away with it, but he didn't. You'll have to ask him.

**Warren:** I will.

**Hotchkiss:** Gosh, I'd forgotten it had happened that quickly.

**Warren:** It did. It did. It was pretty amazing how quickly he took it on.

**Hotchkiss:** And his inauguration was in '84?

**Warren:** He was president from '84 [sic, 1983] to '95.

Mr. Hotchkiss then moved up in the chain of command and probably just got another star on his door or something, but he became a vice president and secretary of the board in 1987.

What did that mean?

**Hotchkiss:** Right, right. I guess what that meant was that I'd, by that time, worn out my welcome and no one would let me talk to them any longer because they knew I was going to ask them for money. I don't know, Mame. John wanted some help with the board in terms of organization and in terms of putting in place, for instance, this thing that I referred to at lunch called the Trusteeship Committee. John also thought that in terms of representation—and I'll try to leave myself out of this in a personal kind of way—that a university these days needed some people running around with the title of vice president, that in terms of sort of getting where you wanted to get, you were more likely to get there if you were a vice president than if you were a director of development. Thirdly, I think that I never really had the title of assistant to the president but John wanted more of that kind of assistance as time went on. Frank was still here. Frank was assistant to the president and Frank's office adjoined John's, but Frank was more and more consumed by contractors and construction and the physical aspect of what we were doing. So it just kind of seemed to flow that way, Mame. I don't know.

**Warren:** Did Frank essentially put on a hard hat pretty much full time and then you slipped into that position as assistant to the president?

**Hotchkiss:** Without it being called that and not that Frank had his hard hat on all the time, but he had it on most of the time. He and John tended to strike sparks off of each other, unfortunately.

**Warren:** Yes, they both acknowledge that.

**Hotchkiss:** I think they have a real affection for each other now, but there were times when they were having just a hard time getting along. I guess that, too, was part of it.

Our board was getting larger and I was spending more time orienting them. A board is sort of good news, bad news. The good news is a board that becomes increasingly interested and active. The bad news is they take and require a great deal more attention. There are more answers that you've got to give. There are more arrangements you have to make.

**Warren:** What does it mean to be secretary of the Board of Trustees?

**Hotchkiss:** At Washington and Lee, from a legal standpoint, you are what's called the secretary of the university, which means if the sheriff comes up here and wants to serve papers on the university, he serves them on the secretary. You are responsible for the records of the board. One of these days if you read the minutes, you'll see we went through a period of inarticulate minutes. Those are the ones I wrote. I literally took the minutes. I arranged the board meetings and did the agenda, right on down to ordering the hamburgers and the flowers and getting Joe and Bill and Mary and Harry picked up at the airport. It was all of that kind of stuff. The title of secretary, although it does have legal connotations, really had more to do with the person who really served the board, a great, wonderful pleasure because our board is made up of just unbelievably fine human beings. I don't remember, even once, coming away from anything having to do with the board where I thought a board member was petty or discourteous or overly self-centered. It just didn't happen. Once again, Mame, it's because they're all us. They're not on the board because they're the head of Boeing or IBM. They're on the board because they were educated at Washington and Lee University or their children were. I think that makes the most difference.

**Warren:** Well, they know what the program is. I remember when I first started meeting some of the really big names, being intimidated, but that went away very, very quickly because they were just delightful, interesting, and interested people.

**Hotchkiss:** Exactly. Unlike going all the way back to that board that Bob Nelson chastised, our boards from the middle '70s and on have been very engaged. A board member now really spends

a lot of time being a board member because, in addition to the meetings of the board itself, [there are] committee meetings in between and just hard work that they do in all sorts of different ways.

**Warren:** How do they have the time and continue to run their business or whatever it is they do out in the real world?

**Hotchkiss:** Most of them have gotten to that point where what they do for their businesses or professions is paramount, even more important than the board, but it doesn't take up all their time. I remember one person said, "The mark of a real executive is someone who has a couple of really good ideas each day and otherwise plays golf."

**Warren:** I haven't gotten there yet, Farris.

**Hotchkiss:** Let other people work out those ideas. You set them on the track and let others worry the details.

**Warren:** How about the trustees emeriti? Are they welcome to continue to come to board meetings?

**Hotchkiss:** Oh, absolutely.

**Warren:** My sense when I was looking at the minutes was that there were a lot of people who'd come who really weren't on the board anymore, but they were there.

**Hotchkiss:** Every emeritus board member is invited to come to the board meetings. They are sent all of the paper that a board member is sent. They get all the reports. It's a genuine invitation to come.

At the same time, many years ago, we put together this thing that we touched on once before called the George Washington Society that seemed, at the time, to be a good idea, thinking that board members would like to come back when there isn't a board meeting, when they're here just simply for pleasure, for no other reason, and with some entertainment. That idea was accurate for a very short time. It just hasn't really been particularly important for the past several years.

**Warren:** So you're saying that the Washington Society has petered out?

**Hotchkiss:** Well, I would say it is just not as active as I wish that it were. I think it has just become not as necessary. I think members of the boards—it's not just the trustees. It's the Alumni Board and the Law Council—those who are interested in continuing to come back to campus come anyway. They just don't need an organization to bring them here. On the other hand, I say that, but every time we have a George Washington Society gathering, which is

generally arranged to happen when something really interesting is going on, like Mock Convention or something like that, fifty or sixty come back. It's not that no one does but the George Washington Society right now has 180-some-odd members. If all of them came back on any given occasion, and since practically all of them are a twosome, you'd have 360 people.

**Warren:** They'd take over Lexington.

**Hotchkiss:** That's right, yes.

**Warren:** One of the big gifts that happened during John Wilson's time, I've heard John Wilson's version and I've heard Gerry [Lenfest's] version, but I haven't heard Farris's version of the Lenfest gift.

**Hotchkiss:** Oh, I wonder what they said. Well, here's my version, Mame. Gerry, who's in the class of 1953, was back for his fortieth reunion, I guess; '53-'93, yes, that'd be about right. He was back, I think, for his fortieth reunion. Frank Parsons was asked to talk to the class about what was in those days kind of a new campaign that hadn't really been announced yet, but it sort of had a leading edge, if you want to think of it that way, being the hope to build a performing arts center. That was John Wilson's passion. Music in that man's life is just profound. Frank had talked to the class and told them about our hope to build this performing arts center. After Frank had finished and everyone was getting up and leaving, Gerry came up to Frank and said, "You know, that's an interesting thought. I might be able to be helpful."

Frank called me and said, "This guy Lenfest said he might be helpful," and so I got together with Frank and John and we decided it was serious enough. Back to research again, our research on Gerry wasn't quite as good as it should have been because it should have described him as a wealthier man than we had him described as. But we decided that we'd follow up—we being John and I would follow up—by going to Philadelphia. When I called Gerry to see if we could make an appointment, it was so obvious that he really wanted us to do that. It wasn't, "Well, let me see if I can work you in" kind of business. It was like, "When can you get here?"

It was so fun, Mame. Gerry's office was in Pottstown, so he wanted us to meet him at his lawyer's office in downtown Philadelphia because it was much more convenient. John and I got there and Gerry, as he usually is, was just a little bit late, not much, five minutes or ten. The law firm had given us a conference room like this to meet in, and Gerry walks in with this blue blazer on with the Washington and Lee crest on his pocket with a safety pin. When he walked the thing flopped back and forth, the most absolutely unsophisticated thing you've ever seen in your life if

you want to have a blue blazer with the university's coat of arms. He knew he was going to meet with John that day and he realized he had the coat of arms, which he probably wasn't all that interested in putting on the blazer, so he just put it on there with a safety pin.

We sat down and John did his usual masterful job of explaining the need. John had more than one way of explaining that, but one of the things that John would say that was so important, I thought, we would often say that we really have lousy space for any student who wants to practice music, whether it's an instrument or singing. The art gallery is awful, et cetera. People would say, "Well, how many music majors do you have?" or "How many art majors do you have?" John's reply was so important because he'd say, "We're not concerned [with] that much. I'm concerned about the chemistry major who needs the arts." You could just see that kind of, "Aha! I got it now." Remember that ad Ford had, the little light would go on? Anyway, we had a conversation like that.

It was the funniest thing, Mame. I never will forget. I was sitting like in this chair and Marguerite [Lenfest] was there and John was there and Gerry was here. Marguerite and John began talking to each other. I don't know why but something brought just the two of them together. Gerry was sitting in this chair and he leans over like this and, [lowering his voice], he said, "How much would it cost to name the building?" I about fell out of the chair. So I said, "Gerry, it's usually a half of the value of the building." He said, "What is that?" and I said, "Four and a half million." He sat back in the chair. Marguerite and John finished talking and Gerry turned to John—this says something about Gerry—he said, "Would you name the building for \$3 million?" Here, \$3 million! And here's John, who's got to answer that question. Well, John didn't have to. John could have said, "I'll have to check with the board," but he decided to answer himself and he said yes. Gerry then said, the next words out of his mouth were, "Let's go to lunch.

We go down to lunch to a restaurant I think named The Garden or something like that in Philadelphia. We sit down at the luncheon table and Gerry orders a very, very nice, expensive bottle of wine. The waiter comes, pours the wine, Gerry lifts his glass and asks a toast to Washington and Lee. We sip our wine. He puts it down. Gerry turns to Marguerite and he says, "Well, Marguerite, shall we do it?" Marguerite says, "It's your money, Gerry" and that was it.

As we built the building, some extras began showing up, all of which Gerry took care of and added to his \$3 million. By the time the building was really built, he had just about given us

half, but not quite, but then he's gone on from there and given us millions and millions and millions of dollars more. But that was it.

I think in my time, Mame, the most exciting things during my time were, first, Sydney and Frances Lewis's gift, second was the national historic landmark status, third was Gerry's gift, and I said there were four so there must be another one there somewhere. What was the fourth?

**Warren:** You seemed excited about Skylark, but that was on a smaller scale.

**Hotchkiss:** That was not it. There's a fourth one in there somewhere. Anyway, it makes no difference.

**Warren:** [Ernest] Ernie Williams [II]?

**Hotchkiss:** No, not that either.

**Warren:** Couldn't have been that exciting.

**Hotchkiss:** So that was the Lenfest story.

**Warren:** That pretty well fits in with the rest of it except I hadn't heard [about] asking the question of Farris. I hadn't heard that part of it. That's why I needed your side of it. My favorite experience with the Lenfests was when—

**Hotchkiss:** Two hundred and fiftieth [anniversary of Washington and Lee]! I'm sorry. That was my fourth one.

**Warren:** Well, I wondered about that.

**Hotchkiss:** That was my fourth one, yes.

**Warren:** The bicenquingenary.

**Hotchkiss:** Right.

**Warren:** When I went up to the Lenfests to do my interview with Gerry, he wanted me to meet him at his office but he was having a dental emergency. When I got there, he wasn't there. The message was that I should go to the house and wait for him. When I got there, Marguerite answered the door, she had an apron on, and she said, "Go make yourself at home in the living room. He'll be here soon. I've got to finish my ironing." I just loved it that she does her own ironing.

**Hotchkiss:** Yes, yes. These are billionaires. I think, Mame, that in good weather she hangs her washing out on the line.

**Warren:** Well, I knew she and I got along fine because I do the same thing.

**Hotchkiss:** One of the wonderful things about them is that after they became multibillionaires, they decided that maybe they really did want a big house, sort of goes with being a billionaire. So they had a big house designed and they looked at each other. They said, “This isn’t us,” and they just stayed right where they are.

**Warren:** Well, where they are was a lovely house.

**Hotchkiss:** But not a mansion.

**Warren:** A modest house. It was great. I love telling people that story. They’re my kind of people. I like them a lot.

**Hotchkiss:** They are great people. They are truly great.

**Warren:** So Frances Lewis became a trustee?

**Hotchkiss:** Yes.

**Warren:** And we gradually started getting more women on the board, still not a lot.

**Hotchkiss:** Yes.

**Warren:** What difference did that make, to have women on the board?

**Hotchkiss:** In a functional way, it made no difference at all because, once again, these women were Washington and Lee women. Well, they’re not graduates, but Frances not only was the spouse of an alumnus but the mother of an alumnus. Mame, I don’t know. I think the board felt good about that. I think they felt that they were sort of becoming more modern, you know, and more correct than they had been. They didn’t fawn over these women. They didn’t behave any differently.

The first woman who was elected to the board after Mrs. duPont, which was largely symbolic, was a wonderful woman whose name was Teen Martin from down in the Northern Neck of Virginia. They lived on the York River and her husband was an alumnus, James Bland Martin. Boy, she was smart. Teen Martin had been the president of The Garden Clubs of America, no small job, and she was just perfect. She joined the board as the only woman on the board feeling absolutely on par with, equal to, all the men, and I think they felt the same way. There was no hoopla or anything.

Because the board had this desire to remain a family board, it was kind of hard to find women to serve on the board. Many of the women were spouses of board members who were being considered and those who were parents, we just didn’t really know them that well. A mother of a student, you might know that mother a little bit, know who she is and the name, but

you really haven't come into particularly close contact. Whereas people who are spouses of board members have been coming to meetings anyway, like Frances had. It was slow. It was Teen Martin, who was the spouse of an alumnus, and then it was Frances, who was the wife of Sydney. Then it was [Patricia] Pat Leggett, who was the spouse of a trustee. Their husbands weren't on the board when they came on. Then there was Chris Ball from Jacksonville, Florida, whose husband is a trustee. Then I retired. There's a woman on the board now whose last name is Sylvester. I don't remember her first name. Anyway, I don't think it was much of a big deal. Certainly it didn't compare either with coeducation or the Fraternity Renaissance program.

**Warren:** No, hardly worth talking about compared to those.

We need to finish up with John Wilson. Why do you think John decided to retire?

**Hotchkiss:** Tired. He was just tired. I think that he was tired for one known reason and one unknown reason. I think he was tired because he had spent his entire life at the very top of the educational institutions he served with great responsibility and great success. I think, Mame, that unbeknownst to him his Parkinson's [disease] was tuning up a little bit. I think it was showing up with fatigue that he probably didn't think was anything other than normal being tired. He just wanted to retire. He had the ambition, at least he said he did, of writing a book. He wanted to do a book on a man named O'Neil [phonetic], I think, an Irishman, whom John said was sort of the Irish Robert E. Lee, who had taken part in their revolution over there. He bought lots of books to research and whatnot. But it was sort of like air leaving a balloon. It just kind of deflated.

**Warren:** He had brought a lot of dramatic changes. Had that caused a lot of stress within the board?

**Hotchkiss:** No. It caused some stress among the faculty because John would go to you as a faculty member and he'd say, "Mame, your responsibility first and foremost is to teach. [It] is to be behind this podium, in front of this blackboard, and teach a full load," which at W&L was, I think, two or three hours more than the average. Then he'd also look you in the eye and he'd say, "But you also must remain a scholar. Washington and Lee University has a very liberal sabbatical program and we do not have any summer activity. There's no excuse for your saying 'I don't have time to research and to further my professional field.'" That came as a bit of a shakeup to a lot of our faculty. They were good teachers but they really weren't doing much more than that. John would ask them, he'd say, "Show me what you've written lately." "Well, I

haven't really written anything." He got the point across pretty quickly that he expected both and that really was not a message that a lot of our faculty wanted to hear, as you can imagine.

**Warren:** I can and now that I'm at Johns Hopkins I understand John's point of view better than I did before. I'm going to pause for a moment.

We come to the time of the end of John Wilson and, in the meantime, John Wilson had brought another John on campus. Let's talk about John Elrod during the Wilson administration and then the Elrod administration.

**Hotchkiss:** John Elrod came here from Iowa although he was a Georgian, [from the] state of Georgia. [He] came in as dean of what in those days we called dean of the college, meaning that his responsibility was totally undergraduate and sort of only that part of the college that was not the commerce school, to put that kind of badly. John was quite a scholarly person himself. He was a Kierkegaard specialist, loved to teach philosophy; his work was in what's called the philosophy of religion. Oh boy, you talk about interesting conversations. If you have any interest in that kind of thing he was just fascinating.

John was a hugely hard worker. I mean he would just work *hard*. He and John Wilson got along perfectly. They were just hand in glove, so happy with each other. John Elrod began responding and resonating to John Wilson's academic leadership. If professor Smith wanted to grouse about the president telling him he wasn't writing enough, he better not try it out on John Elrod, because John would send him right back where he came from. He was a great supporter of John Wilson's because he really agreed with John.

He also was very, very ambitious for money to support [the faculty]. In other words, John Elrod's attitude was, "Look, if the faculty does what they really ought to be doing, they ought to be seeking and getting some grants." He was instrumental—well, he went beyond [that]. He created the office of grant writing. That's not its name. [It's] institutional research or something like that. It was an office that was set up specifically to assist faculty find resources to support their work. Then the development office staff, when it was appropriate, would fall in line and help raise money and do that kind of thing.

John Elrod as dean was a very effective guy and after a while, after the ruffled feathers over all this research business quieted down a bit, he was very popular with the faculty. He spent a lot of time with the faculty. He and Mimi [Elrod] entertained a lot. John was quite athletic and he'd go out over here and he'd play tennis and golf. Twice a week, he and several members of

the faculty would go running off on our cross-country course. He was just a wonderful man, wonderful guy.

When John Wilson decided to retire, John Elrod was automatically in the group of people being considered for the presidency. But the board let it be known that it wasn't a foregone conclusion that John was going to get it. In fact, the board more or less implied that it might be even a little more difficult for John Elrod because he had been here. Again, [it was] this kind of thought that you hear so often in education and business, a fresh start, clichés like that, and that if all you're doing is continuing the same stuff, even if it's good, it's not healthy. Anyway, there were three other very good candidates for the job and John Elrod got it nevertheless. He was delighted and the university was delighted because, by that time, everyone was very comfortable with John.

Then John Elrod decided that we had some specific needs still remaining, even though we'd been raising money as fast and hard as we could for a long time, and this building was one of them.

**Warren:** This building being the Elrod Commons.

**Hotchkiss:** Being the Elrod Commons. John would say that what's important in education is conversation, that education is a conversation. He said, "There's no place for that to occur physically," and he would kid the students, "The library isn't the place for that. That doesn't mean that you can't say a word in the library, but I want a place where you can get a cup of coffee and put your feet up and talk to each other." This building just became the apple of his eye.

Then he also realized that our journalism building, although it had been rehabbed in that campaign that ended in 1960 or '61, was really not up to snuff and that it needed to be reworked. So this building and the journalism building and some more money for scholarships and money to kind of rearrange and improve the commerce school—not a new building but an improvement—and money to transform what had been the co-op into combination offices and classrooms sort of became another campaign.

**Warren:** Are we talking about On the Shoulders of Giants campaign?

**Hotchkiss:** Oh, no no no. This is For the Rising Generation campaign.

**Warren:** That's what I thought. We kind of skipped over On the Shoulders of Giants.

**Hotchkiss:** On the Shoulders of Giants was Wilson. This was For the Rising Generation, which was a quotation from Robert E. Lee.

By that time we had a fully formed development staff and really knew how to do it. The university and its staff and its Board of Trustees and everybody rolled up their sleeves and really got to work. That campaign was successful, very successful, although it didn't have in it any absolutely blockbuster gift or gifts, like the Lewis gift or the Lenfest gift or the Warner gift. It had a lot of very generous gifts but none of them were really extraordinary. John worked so hard on that. He did so many of the solicitations himself. I was beginning to spend more and more time with the board. We had a director of development, David [R.] Long, so we had these other people.

**Warren:** I wanted to find that out. At this point you were just semi-involved with development.

**Hotchkiss:** Yes, I was sort of making this transition. I would say by that time, Mame, I was spending about a third of my time on the Board of Trustees, about a third of my time being an assistant to John, and about a third of my time with development. I don't want this to sound like it might but my development work was really only with our largest potential donors. I really tried to focus mostly on million-dollar gifts and up.

Everything was going smoothly when, one day, John Elrod came into my office and said, "Farris, I have cancer," and it was downhill from that point on. He tried so hard. I don't know anybody, Mame, who tried harder to be unaffected by that terrible disease. He wouldn't even let anyone drive him over to UVA to get his chemotherapy. He just would not give in. He really was able to do most everything he needed to do, the most arduous of which for him was travel. But he kept it up. He and I went all over the United States and he never flagged in that respect.

**Warren:** Did he ever consider resigning that you know of?

**Hotchkiss:** Yes. In June of 2001, as we had sort of done not every year but most years, we had an end-of-the-academic-year retreat, which was kind of the Monday lunch group expanded with more people, assistant deans and a number of people who didn't report directly to the president. We went up to Skylark and John announced at Skylark that he was going to stay in office for another two years—I think that's what he said, for another two years—but that he was going to begin handing off to Larry Boetsch—you remember Larry?

**Warren:** Yes.

**Hotchkiss:** He was going to begin handing off to Larry Boetsch some of the things that he was doing as president. That was in mid-June of 2001. He died on July 28, 2001. Yes, he had thought about that and had announced it to this group, but he was putting himself in a two-year frame and didn't even have two months to go.

**Warren:** Yes, cancer has its own agenda.

**Hotchkiss:** You know, technically he didn't die of cancer. Technically, he died of heart failure but that was probably brought on by all that chemotherapy and things.

We really had to scramble. Number one, we really didn't have a plan. It should have occurred to us with a president with cancer that we ought to have an emergency plan, but we really didn't. We got one together pretty fast. The morning of John's death, John Elrod [question] and I and Brian Shaw began meeting twice a day, with Brian's very valuable role being communications because that was so important at that time. Yes, that's right, because we met in Brian's office.

Larry Boetsch automatically became the acting president. Our bylaws state that in the absence of a president, the dean of the—I don't know how it reads now because the titles have all changed—but the dean becomes the acting president. Now I'm not so sure that the provost wouldn't. I'm not sure how that would work now. Anyway, Larry took over and Larry did a good job being an interim president. He said, "You know, this isn't really as difficult as being dean" because there were far fewer people who reported to the president than all the faculty running in and out of the dean's office. Larry really very much wanted to be president. I don't know this for a fact, Mame, but my feeling was that the board said, Look, we elevated John Elrod to the presidency and that worked fine, but to do that again would say to the world that we're not really serious about a search. We going to say we're going to have a search, but we're really just going to promote from within. I think. Again, I wasn't privy to that conversation. That's my hunch.

**Warren:** Were you not privy because you were no longer the secretary? Why would you not have been privy? When there's a presidential search, does the staff just stay out of it?

**Hotchkiss:** I was gone in six months so they were just getting the search machinery in gear. I left at the end of the calendar year and they were getting the machinery—

**Warren:** The end of 2001?

**Hotchkiss:** One.

**Warren:** After John Elrod had died.

**Hotchkiss:** Yes. They were getting the search machinery up and running in the fall, so they really hadn't started having conversations like that. Before, when I was fully secretary and all the rest, I made all the arrangements but they insisted, and I guess it was probably good, that those conversations, particularly the ones where they were interviewing, be completely a secret.

I never will forget, I arranged them all in Charlotte and there were four candidates. Bill Lemon was one of our trustees and I had driven Bill down to Charlotte from Roanoke. We were coming back and I said, "You know, Bill, you could tell me what went on and it would never leave this automobile, and Bill said, "No, we all agreed we're not going to do that." It's probably better.

**Warren:** You're not like me. I say, "Don't tell me. If I can't speak about it, don't tell me."

**Hotchkiss:** Larry was a great guy; is still a great guy; didn't get the presidency; was extremely unhappy about that; became the provost, our first provost, with Tom Burish, with whom he did not agree or get along.

**Warren:** So it was Burish who established the role of a provost at Washington and Lee?

**Hotchkiss:** Yes.

**Warren:** Do you have any idea why he thought W&L needed a provost?

**Hotchkiss:** I think he was used to that model and I don't think he wanted that many people in to his office. He basically fixed it so that all the academic people went to the provost and he only dealt with like the financial and fundraising people. He asked my opinion whether he ought to decouple the communications office from what we call the university relation's umbrella, which was fundraising, alumni affairs, and communications, and make it a separate office and a separate report to him. I told him I didn't think he should but he did anyway.

**Warren:** Is that when Brian Shaw and David Long had the big ...

**Hotchkiss:** That happened just before that.

**Warren:** Tell me what happened there.

**Hotchkiss:** Mame, if I told you I'd have to kill you.

**Warren:** Okay, I appreciate that. That's why I suggest that things be sealed, but if you think it's not an important story ...

**Hotchkiss:** It wouldn't be helpful.

**Warren:** Okay, I appreciate that.

**Hotchkiss:** It wouldn't be helpful. Anyway, Larry stayed as provost for a year. Then one of our great supporters is the Johnson Foundation from New York.

**Warren:** I wanted to ask about that.

**Hotchkiss:** They are just wonderful people.

**Warren:** Tell me who the Johnson Foundation is.

**Hotchkiss:** It's not one of the big ones. It's not like Johnson & Johnson pharmaceuticals. Christian Johnson was an industrialist and made a number of different products that had to do with valves and ball bearings and couplings and all that kind of stuff. As I said, it's not one of the biggies. In fact it's one of the smallies, really. But it's big enough to be able to make gifts of \$50–\$100,000, \$200,000, \$250,000, that kind of thing. They had made two gifts to us. One of them was for the Johnson Theater over in Lenfest. Oh, footnote: The director of the Johnson Foundation is a woman whose name is Julia Kidd, who's married to our alumnus, Wilmot Kidd, so there was that connection. They had already given us money for the Lenfest Center.

Larry, when he was just the dean, before John Elrod died, wanted to get a foreign studies program up and running. That isn't quite right. It wasn't foreign studies like students studying abroad. It had something more to do with faculty, like maybe faculty being able to take their sabbaticals abroad or something like that. Gosh, I don't quite remember. Whatever it was, it was something like that. Anyway, I took Larry up to New York and we had a meeting with Julie Kidd and two things happened. Number one, she made the grant and number two, she just decided Larry Boetsch was the neatest thing on earth.

When he, I guess, either let her know or it was asked or it became evident or whatever that he was not going to continue as provost, she wanted to get a small liberal arts college started in Germany that would teach in English, where English was the language used to teach but where the faculty and students would be from all over Europe. She asked Larry to head that up for her, which he did for, I think, four years, and then has now come back and is now the director of Washington and Lee's foreign studies program, as it's turned out. I don't know how long Larry will do that. I feel sorry for him because I think he really, really still would love to be the president of this university but that's not going to be. Nor is there any trouble along that line. I wouldn't be terribly surprised if some morning we wake up and see that he's accepted the presidency of some other place. I wouldn't be surprised.

**Warren:** He looks the part.

**Hotchkiss:** Oh, he does.

**Warren:** He looks the part, definitely.

**Hotchkiss:** And Elizabeth is so much of the part too. Just a lovely, marvelous person.

**Warren:** Yes, definitely.

**Hotchkiss:** So Washington and Lee now has its second, unless there's a technical guy way back yonder, our second alumnus president. I think that's right.

**Warren:** Certainly Bob Huntley was the only one in the twentieth century.

**Hotchkiss:** There was somebody maybe who was nominally an alumnus, but I don't think so.

**Warren:** I don't think so. I know that they emphasized that it was in the twentieth century he was the only one. We could get out a certain book and look it up, couldn't we?

**Hotchkiss:** As you know, Ken had come back to W&L after having been a student here, after doing his PhD at Syracuse.

**Warren:** We're talking about Ken Ruscio?

**Hotchkiss:** Ken Ruscio. He came back to be a director of the freshman year and an assistant professor, I guess it was initially, of politics, then became an associate professor of politics and associate dean of the commerce school. Then the University of Richmond snagged him and brought him down there to be dean of their Jepson School of Leadership Studies, where he was for four years, and now he's back here.

**Warren:** Did you see that kind of leadership quality in Ken Ruscio?

**Hotchkiss:** Oh yes, oh yes. Ken's a different kind of leader. I think Ken is the kind of leader that I've alluded to before for whom people want to do a good job. Ken's not going to be a pusher. He's not a hale fellow, well met. He's perfectly willing to go out and do wonderful work and I think he has just a God-given talent and personality for that. He's not a backslapper. He's quiet. He's just an incredibly nice human being; he really is. And so is Kim [Ruscio].

**Warren:** Indeed. How important do you think it is that he left Washington and Lee and went to Richmond to become an attractive candidate to the board?

**Hotchkiss:** It wouldn't have happened had he not done that. Just for the same reason I think that Larry wasn't made president, I don't think Ken would have been made president. His platform would be an associate dean of the commerce school, probably, because Larry Peppers is still very much here and I don't think that leap would have worked. It was really very fortuitous that he left. It really played to our advantage.

**Warren:** From what I've learned about how the world of academia works, when I heard that he'd been named, I said, "Oh, that's why he went to Richmond. I'd wondered why he went to Richmond and now I understand."

Now Farris, we have got to talk about this really important event that happened in the late '90s. We had a major anniversary here. Let's talk about the 250<sup>th</sup>. Why was that important to celebrate it on the scale that we did?

**Hotchkiss:** Because we were two hundred and fifty years old! I think for three reasons, Mame, and the first sounds maybe kind of fabricated but it's not. We really wanted to be known worldwide—certainly nationally if not worldwide—as this country's ninth-oldest institution of higher education. We're in good, small company in that. The only guys who are older than we are, frankly, are some of the most prestigious universities in the world and we wanted to be a part of that fraternity. Secondly, we saw it as an incredible opportunity to cultivate a huge number of people in all sorts of different ways, not only for fundraising but for leadership. You'll remember that one of the things we did was to create awards in each alumni chapter for leadership out of that chapter. We thought that it was a marvelous opportunity, for our magazine and for Mame Warren's book and other things, to do a lot of publishing that we couldn't or wouldn't afford otherwise. We just wouldn't have spent that much money on them. The third reason we did it was we saw it as a precursor to ongoing major financial needs that this university has. I never have liked that terminology *as a springboard* for something, but [the anniversary was used] as an introduction to our continuing to build this university's strength financially and in other ways.

I would say that we got perhaps a little more caught up in it than we originally intended. It didn't get, I would say, out of control but I think it got gilded more so than we had originally thought it would.

**Warren:** It was quite an event, Farris.

**Hotchkiss:** It really was. It had so many different moving parts. It had your part [*Come Cheer for Washington and Lee*]. It had the alumni meetings around the country part. It had the tent part [the on-campus gala celebration of the 250<sup>th</sup> anniversary in June 2001, when the weather turned unseasonably cold], a night I'll never forget, not entirely in a pleasurable way.

**Warren:** And the London part.

**Hotchkiss:** And the trip part. No one, though, ever looked back on it and wished that we either hadn't done it or that we hadn't done it as elaborately as we did. Much to the board's credit, we

spent more money than we were intending but never did they complain about that. They kind of furrowed their brows and Larry Broomall, who was our treasurer at the time, cleared his throat and raised his eyebrows a number of times, but essentially speaking they continued to support it. It was a great event.

My reference to the night was, we spent hours debating whether or not to air condition the tents because they could become insufferably hot. We checked with the people who can do that—you can do that—and we just decided it was beyond our financial ability to do it. Then lo and behold, the night wound up being so darn cold.

**Warren:** That's right. It was, wasn't it?

**Hotchkiss:** Remember, it was freezing?

**Warren:** Yes.

**Hotchkiss:** In fact, it was so cold that people would go into the two restrooms because it was the only warm place to be.

**Warren:** I'd forgotten. Oh yes, I had a shawl that I was shivering under.

**Hotchkiss:** Oh gosh, it was just as cold as it could be.

**Warren:** Well, don't try to predict weather anytime.

**Hotchkiss:** But it was a great occasion. My most memorable single part of it was our Mount Vernon dinner.

**Warren:** When you launched the ...

**Hotchkiss:** When the university made a gift to Mount Vernon matching the gift that George Washington had made to us.

**Warren:** That's right. I remember that. That was just when I first was arriving and I didn't begin to understand. I remember everybody going off to that but I gradually said, "Oh, how come I didn't get invited to that?"

**Hotchkiss:** Well, you should have been.

**Warren:** Well, I was brand new then.

**Hotchkiss:** Mount Vernon that night was given to us as if it was our own house. Unbelievably, Mame, we were walking around the house with cocktails and hors d'oeuvres, and climbing up the ladder into the cupola to see what it looks like up there. My Lord, I just couldn't believe that they were as generous with the privilege of being in that house as we were. Then we had this

beautiful dinner out on the lawn overlooking the Potomac. Art Birney had bought all these fireworks. Again, I can't believe Mount Vernon let us set off all those fireworks.

**Warren:** Who was behind that? Who pulled off something like that?

**Hotchkiss:** The two guys who were kind of the idea men, the real geniuses behind it, were Dick Sessoms and Jim Whitehead [former treasurer of the university and director of the Reeves Center].

**Warren:** That's what I thought.

**Hotchkiss:** Both Jim and Dick have this talent for drama. It's just [like] your talent for doing what you do, they have this talent. I guess you probably never knew this but Jim Whitehead, as another example, his talent for drama was the night we dedicated the Lenfest Center. Jim decided that what we would do that night for the guests for dinner was to duplicate Sardi's, in the Lenfest Center, complete with Mr. Sardi himself. [Laughter] He had the Sardi neon sign copied and set up. It was incredible. That's the kind of talent he has and Dick Sessoms has it as well.

**Warren:** I never saw anything done in a small way at Washington and Lee. I'm going to pause.

**Hotchkiss:** I was almost going to be very guilty of leaving out Rob Mish.

**Warren:** I was going to bring him up.

**Hotchkiss:** Rob also has talent like Dick and Jim do. He was the tent guy.

**Warren:** Yes, he certainly was. He popped up in lots of places throughout the 250<sup>th</sup>.

**Hotchkiss:** He is ever happy now.

**Warren:** Oh, at the Lenfest [as director of the Lenfest Center for the Performing Arts].

**Hotchkiss:** That's an answer to his prayer.

**Warren:** Well, it was a sad way it happened but it was a wonderful solution to that issue.

So, who is Rupert Johnson and were you involved in that? How long was that in the making?

**Hotchkiss:** I guess I was because it was forever in the making. It took so long that I had to be, I guess. No, I don't guess. I was. You really don't know who Rupert is?

**Warren:** I really don't. I've been in Baltimore for quite a while, you know.

**Hotchkiss:** Well, Rupert's in the class of 1962 and his father started a small company in California, I'm going to say sometime in the early '50s or so, called Franklin Resources. Franklin Resources is essentially a mutual fund company with many different mutual funds that specialize in certain kinds of investments. Fast-forward to the 1980s and by that time Franklin Resources

had grown to be a very big company, publicly traded on the New York Stock Exchange. Rupert Johnson by that time was a hundreds and hundreds of millionaire and was, along with his stepbrother and an uncle, running Franklin Resources. Franklin Resources did an unusual thing or does an unusual thing. They don't have a president. They have what they call the office of the president and in it are these three people.

At any rate, his business prospered, particularly when it went through those go-go years of the bull market. When 20002–2003 had rolled around, I was retired by then. Dennis [Cross] had become the new head of development, although they call it advancement now, which I don't like. Dennis and Tom Burish began calling on our wealthiest alumni, one of whom obviously was Rupert. We had been calling on Rupert for years. I would see Rupert usually in his office about twice a year.

**Warren:** Where did he live?

**Hotchkiss:** In San Francisco. He always was extremely interested in anything going on at Washington and Lee but he did not ever want to make a commitment. He didn't want to make a pledge. The last time that I met with him, we really were talking business. To show you how things can change, I was asking him to consider a \$10-million gift. He told me that he just did not make pledges but he said, "Farris, I will tell you, though, that unless something very untoward happens I will give Washington and Lee at least \$1 million every year for the rest of my life." He was doing that and it was usually more than \$1 million. It was usually like \$1.2–\$1.3 or something like that.

Then Dennis and Tom Burish began calling on him and somewhere during their time—I don't know, chicken or the egg, what came first—but this idea of this really revolutionary endowed-scholarship program began to be discussed. I wasn't in on those conversations but I think they went on for three years, maybe, or so and culminated in his deciding to make this \$100-million gift for the Johnson scholarships, 80 percent for the Johnson scholarships, 10 percent for a professorship in something, and the other 10 percent for leadership studies, which I never have quite understood academically but, nevertheless, more and more places ... VMI has just built this Taj Mahal over there for leadership studies.

But Rupert, Mame, if you—not if. I hope someday you do meet him—you'd never in a million years guess that he is who he is or has what he has. He's just a remarkably humble, easygoing, nice man. He was a confirmed bachelor and when he was fifty-two years old he

married for the first time, a lovely, lovely woman who had six children. So Rupert has gone from unmarried to having six children and I forget how many grandchildren, I mean zillions.

**Warren:** Oh, my gosh.

**Hotchkiss:** They're wonderful people. His wife's name is Maryellie and she is a Greek, Greek family; she's not Greek herself.

Rupert really believes that scholarships ought to be awarded on need, but he doesn't believe in it so completely wholeheartedly that he doesn't also see where some scholarships ought to be awarded on merit. His program can encompass both kinds. I don't know but I think that, so far, most all of those who have received Johnson scholarships have some degree of need, maybe all the way from extreme need to just modest need. But I do know of one instance where the son of an extremely wealthy family also has one who absolutely does not need it for financial reasons.

**Warren:** That's one thing I would like to talk about. I know we're getting close to when we have to stop, but this sort of covers the whole of everybody's career here. When I came to Washington and Lee is the first time I ever heard the term *legacy children*. What does that mean here at Washington and Lee? There are so many people who, generation after generation, come here.

**Hotchkiss:** In a formal sense, Mame, it means that this student is essentially a son or a daughter or, in most cases, a grandson or a granddaughter of an alumnus or, now, an alumna. What it means in terms of function is that those—unless it's been changed in the last year or two. The last I knew of it sons and daughters and grandsons and granddaughters of alumni—and I'm not sure about the grandchildren but certainly the children—they are put in a separate pool to be considered separately from the rest of the applicants, with the intention being that they be given some degree of preference for admission. All things being equal, a boy or a girl who might be admitted—it's easier to say it backwards. A son or a daughter who might not be admitted under regular decision, in the regular pool, might be admitted because they're in the sons' or daughters' pool. The last I heard numerically was that the sons and daughters in the sons' and daughters' pool were admitted at not quite but almost twice the rate as the regular pool. In other words, Mame, the last I heard, the sons' and daughters' pool, about 40 to 50 percent or so of them were admitted whereas the other one it was about 28 percent, something like that.

Frankly, as you just said, because it is part of the biggest umbrella it recognizes family. It doesn't make this a club but it does say that there is the purpose and desire on the part of the university to continue a family relationship. In my opinion, that affects our personality, the atmosphere, the Honor System and, hopefully, the speaking tradition, and the things that are difficult to exactly put your finger on, the loyalty and the warmth. I'm not saying we're unique in this but I bet there aren't many others. I can't tell you how many times during my years here the phone would ring and on the other end of the line would be an alumnus who had a son or a daughter who was sick in Phoenix and said, "Do you know a Washington and Lee alumnus who could help in Phoenix?" The answer was always yes and the guy, whoever he was in Phoenix, always helped.

**Warren:** Did what needed to be done.

**Hotchkiss:** You just could depend on it. More than once in a while I'll travel and have on something that identifies me as Washington and Lee, and you'll hear someone in a restaurant say, "Washington and Lee!"

**Warren:** I do it in Baltimore. I'll see the belts a lot in Baltimore and I'll walk up and say, "W&L, W&L." I was at a party not long ago and I introduced myself to a young woman and she said, "You did *Come Cheer*. Oh, my God. I was in the class of '96." We had the most wonderful conversation.

**Hotchkiss:** Isn't that wonderful? I think doing what we do with sons and daughters of alumni doesn't guarantee anything, but I think if we were to stop it—

**Warren:** It would guarantee something.

**Hotchkiss:** It would guarantee something, yes, and I think it would hurt us. I don't mean it would hurt us just because there are some mad people out there, but I think it would really eventually remove that repetitive personality.

**Warren:** And I think it's a very important part of the personality of the place.

**Hotchkiss:** Yes, yes.

**Warren:** I don't know why it works so well but it certainly does.

**Hotchkiss:** It's so hard to deal with that. Personality is not a specific thing and you can't manipulate it. It's either there or it's not.

**Warren:** I've been doing a lot of thinking about just the concept of charisma and I think Washington and Lee has charisma. It's a kind of charisma and who can ever understand charisma? It just is.

**Hotchkiss:** Yes, you're right.

**Warren:** Farris, what haven't we talked about that we should? I've got all kinds of things on my list but I think we've hit the really important parts.

**Hotchkiss:** I guess we might have said in sort of a categorical way that one of the things that makes this place so special is the several professors, over time, who were very much more prominent in the way they dealt with students in a good way. I was just about to call them characters and I guess that's probably as good a label as any, like Jefferson Davis Futch and like [Keith] Shillington and like Bill Janks and like Jim Leyburn and Ed Atwood. I don't know, Mame, where those kinds of people are these days. I say that not to mean that they aren't there, it's just that I don't know them. I hope that we'll always have some characters on campus because they lend so much to the general—here we go again—the general personality of the place.

Jefferson Davis Futsch, you're bound to have met him—

**Warren:** Oh, of course.

**Hotchkiss:** I mean this guy is in a class by himself.

**Warren:** I was astonished to hear that he did retire and that somebody else, of course, had to go in and clean out his office.

**Hotchkiss:** Which I would have thought would be an impossibility.

**Warren:** Exactly.

**Hotchkiss:** But that's something we didn't talk about. We didn't really get over on the law school side of the fence at all and there's lots of athletics and things that we didn't talk about at all, although I'd say that those would kind of be the only two that are really big things that we didn't touch on.

**Warren:** Well, we talked about Roy Steinheimer, who was certainly a giant, but there have been a bunch of other deans over there and some pretty interesting characters over there too.

**Hotchkiss:** Oh, you bet.

**Warren:** I think there's an interesting story to be told about the loss of the law school on this side of the campus.

**Hotchkiss:** Yes, that's right. First of all, it had to happen. It really was not debatable, only maybe for a short time, but to build a building that would do what that building does, there wasn't any room for it so it had to go [across Woods Creek]. But when it went it did rob the undergraduates, not the law students necessarily, but it did rob the undergraduates of the influence of these older students that was really quite good.

I can go back to my student days—this had stopped even before the law school moved—where the law students took their meals in the fraternity houses. It was so good to have these guys there who were three, four, five, six years older than the rest of us. We profited a great deal from their presence. In a similar kind of way, without any law students on The Colonnade to speak of, campus events probably have some law students in attendance. It's hard to know. They don't look so much different. Most of them are not that much older although some of them are way older. But I think we're the losers in that equation, unfortunately.

Efforts are made to draw people together. We spent a lot of money building this perfectly delightful wooden walkway—

**Warren:** Oh, I love that bridge.

**Hotchkiss:** Down here partly to encourage the law students to come over and vice versa. Some very formal efforts are made, a few at least in teaching, to have some teaching across the ravine [Woods Creek]. I don't know if people still call it the ravine or not but that's what it used to be called.

The law school, it isn't only that it is a graduate school. It's that it requires of its students virtual total immersion at least for the first year or two and they just don't come out. Our daughter went to law school here and she just spent her whole year in the building. I swear to goodness, I wondered if she ever came out and slept. That got better as time went on. There's just a disconnect that is too bad. It's not killing. It's not awful.

I think the law faculty is reasonably well acquainted with the undergraduate faculty and vice versa. The law deans have certainly—here we go to our Monday lunch—the law deans have always taken a very active conversational, at least, part in conversations about the undergraduate school. I'm not so sure it's that much the case vice versa, but it certainly is they're a part of it,

One of the things, Mame, that has changed over years is that not as many Washington and Lee undergraduates either go to or get in our law school as used to be.

**Warren:** Yes, it used to be a steady stream.

**Hotchkiss:** Well, it used to be you hardly didn't even apply and that was not a good idea.

**Warren:** Well, that was Mrs. Mac [Mrs. Charles McDowell] taking care of everybody.

**Hotchkiss:** Exactly. That had to stop but nevertheless ... Then there was the very, very popular what was called the three-three plan where you could go to the law school, in essence, in your senior undergraduate year and have the whole thing finished in six years. That is almost nonexistent now. Anyway, the law school just is more so it's own place. In terms of quality and in terms of national prestige, our law school is arguably the most prestigious part of us in terms of true distinction.

**Warren:** I think there's a lot that's distinctive about Washington and Lee, Farris.

**Hotchkiss:** Oh, there certainly is. There certainly is. You know, Mame, what I used to like to say when I do little talks and things with alumni groups and others, one of the things that makes us distinctive is that, unlike most of the more prominent places, we were not named honorifically for these two men. We were named for them because they really took a direct hand in our, number one, creation and, number two, our resurrection so to speak. They were right here. They're real and I think that has a lot to do with it. I think a lot of our students, they don't get up every morning wanting to read more about either [George] Washington or [Robert E.] Lee, but I think that Washington and Lee's presence, in kind of a spooky way, is around here as an influence. I think the university would make a terrible mistake if we stop talking about Washington and Lee. I don't mean every time anyone gets on their feet, but I think that we need to keep up that conversation and that memorial to them because, you know, like anything else, it'll get away from you and you may not any longer know its part of you.

**Warren:** I barely knew—I shouldn't say barely knew—who Robert E. Lee was when I came here. I certainly knew but I didn't have the reverence for him that I very quickly got once I came here.

One of the things that I have been thrilled to see has happened is, have you seen the little book *Lee after Appomattox*?

**Hotchkiss:** Yes, I have.

**Warren:** I didn't know that existed when I was here, nor did [special collections librarian] Vaughan Stanley. Of course we had it here but nobody knew anything about it. I found it when I was doing my paper on the speaking tradition.

**Hotchkiss:** Really?

**Warren:** That's where I discovered it, in the library at Johns Hopkins, and I used it a lot in my paper and my article. Then I came back here when I was doing the research here and I said, "Vaughan, do you know about this?" and I brought it in. Then suddenly, somebody had reprinted it. I was so thrilled to see that it had gotten reprinted because it's the only firsthand accounts of Lee here and it's the reminiscences of the students themselves. Unfortunately, it was fifty years later [after Robert E. Lee died] but still, that's the only thing we've really got.

**Hotchkiss:** You've read *The Last Years*? You've read that? What's the guy's name? I can't remember the author's name. Lee's last years, it's a wonderful book although Holt Merchant says it has some stuff in it that he doesn't agree with. It's all of Lee's postwar years.

**Warren:** So it's about his years here?

**Hotchkiss:** Yes. The other one that is, I found—I haven't looked at it in a long, long, long, *long* time—but there's a little tiny book over in the library that I think the title is *Washington's Philanthropy*, that's really good. It's a little book. You can read it in an hour or two. It has our story in it, of his decision to make the gift to us and it's a wonderful little book.

**Warren:** Farris, this has been an honor.

**Hotchkiss:** Mame, now that I know that you are going to be a part of us, residentially if not in other ways, we don't need to call it quits.

**Warren:** Not at all. I've never called it quits with you but I think we better say it's the end of this interview because I know you wanted to be out of here at four o'clock. Thank you, Farris.