

JOHN MOUNT  
ORAL HISTORY INTERVIEW  
AT THE OSU ARCHIVES  
MARCH 17, 2004

Q. Today is March 17, 2004. This is Raimund Goerler and I'm interviewing John Mount for the OSU Archives Oral History Program. John, we're continuing to discuss the Enarson administration today. One of the characteristics of the history of the University is that we have, relatively speaking, a conservative and largely Republican campus. However, in collecting Harold Enarson as President we got a Democrat. Can you comment on the politics, whether it had an impact on the University life and how so.

A. I would comment this way. I believe really that the partisan politics that each person brings to the University and certainly the Presidents, is a part of the life of this country. But I believe it did not enter into academic decisions. And I don't recall it ever having major appointments made where, Harold Enarson certainly and other Presidents that I worked with, lifted up even a question about which party an academic person, faculty person was in. In that way in response to your question, the impact upon the academic life of the University was not evident to be partisan in Harold Enarson. There's no question that Harold Enarson came out of a background of working with Democratic appointed people, elected people, both in Washington and his own experience. One of the evidences of his political leanings came out when he invited Ambassador Moynihan to come and be a commencement speaker here. And that probably was one of the most controversial commencement speakers to come to the campus that I can

remember in terms of the reaction of the general public. Harold Enarson received some letters on that. Harold stood firmly in feeling that Ambassador Moynihan would bring a good message. I was there and heard it and it was not politically pitched, but that triggered a lot of people that hadn't thought about Harold Enarson's politics. That he would be of course Trustees and the town persons knew that. To answer your question, I believe Harold Enarson \_\_\_\_\_ about any political partisan. His integrity I think was unquestionable.

- Q. You had mentioned in planning for this interview that President did have some very close and very cordial relations with certain legislators, one of them was a prominent Democrat.
- A. That's true. You're talking about the Speaker of the House, Vern Rife. And of course Senator O'Cassick, a Democratic Senator, and I would say Senator Harry Michele. There was Democratic leadership in the House and the Senate when Harold was here and he related very well with them. And of course that's the role of a President, to try to relate to whatever party is there. But it certainly was easy I think and Vern Rife was a very strong House Speaker and had an impact of course in terms of our funding. Harold had a good relationship with them, not necessarily because they were Democrats but certainly they were on the same wage length. If I recall too, the fact that one of the person that Harold Enarson called upon to be a specific person in relating to the General Assembly was Bill Napier. Bill coming from the south and again, never did I hear someone check whether they were registered as a Democrat or Republican, but Bill Napier related very well with Harold Enarson and related very well with the leadership of the

House and Senate, those persons that I mentioned and others. That's part of the history of our institution and Bill Napier was a very effective person.

Q. That piques my curiosity. Did other Presidents in your recollection have a point person on staff who was the liaison with legislators?

A. Oh yes. Of course, President Bevis, it goes back before my time when I start talking about President Thompson, but I was going to make an observation. Perhaps you have read the history as I have. He represented himself with the General Assembly and was very effective. President Rightmire, through the Depression and certainly the Democratic Governor at that time was not favorable to higher education. Whether there was a point person I don't know. But as we come then to President Bevis, clearly the Vice President of Business and Finance, Jacob Taylor, was a very effective person in representing the University with the General Assembly. He had an appointee, by the name of Ed Weaver, who actually in a specific way, sat in on the committee meetings and kept Jacob Taylor well informed and the administration. So I would say he was a point person there for the University. And then when Novice Fawcett became President, I was that point person. Again, Novice Fawcett was President and related well to the Inner-University Council and the General Assembly, but I was the person saw that the Bills were in the hands of the right people on the campus, and certainly the President being one of them and did work closely with committee chairs. And I was Secretary of the Board of Trustees in that role. Then you followed with Harold Enarson and we're talking about that and Bill Napier. Then we moved to Jennings and Bill Napier continued. Ed Jennings represented himself very well in

my view. Then we move on to, I'm thinking about a political science professor coming into being representative.

Q. Herb Asher.

A. Herb Asher clearly, and with Jennings and with President Gee and was a key person. And when the advocates and the supporters of the University would come together, alumni, Herb Asher would be the spokesman in the recent years, until Everett Peart became Secretary of the Board. Again came back in the scene after he was downtown.

Q. Since you were in that role, can you comment on what the nature of that role was, communications officer, lobbyist, a little bit of both, or is the distinction unclear?

A. I would never use the term lobbyist as such in terms of the sense that corporate entities and agencies have lobbyists. Government relations was working at communications and arranging for members of the General Assembly to visit the campus. At our invitation, it had to be coordinated at their request. In my role I would actually take students and faculty downtown to meet the members of the General Assembly. Students from the member's home district and on occasion members of the General Assembly would want some information that would best come from a member of the faculty. So it was a matter of good relations rather than lobbying, and I guess a lobbyist better have good relations or he's not an effective lobbyist. In more recent years, a lady by the name of Colleen O'Brien works very closely as the key government relations person in the State of Ohio. As we developed later, we have a point person that relates to the federal government, in Professor Stoddard. Now of course, there are perhaps three staff

person that divide the responsibility of both state and federal and broadly. So it's perhaps today more than in the past, there's more time spent in investment in relationship with the General Assembly.

Q. In the planning meeting for this interview you had mentioned the success of Enarson to good state relations to bringing financial support to the College of Medicine and health center areas. Can you comment on that?

A. There again, in some specific areas like health, the Dean is a very key person and direct contact with Harry Michele. In fact, one of the very effective administrators in medicine is the past Vice President, the past Dean in Tzagournis, Dr. Tzagournis. And worked very well with Harold Enarson and a high respect for each other, both Harold Enarson and Tzagournis as a physician, his own personal physician. Of course, Dick Meiling was a very strong person in attracting grants federally. It isn't by accident we have the Rife Building on the campus. We have the Rhodes Hospital on the campus. And we have part of the chemistry building that has the name of the former Governor, Celeste. So those are government relations. Of course, when members of the General Assembly come up with proposals like international students or wanting to legislate how many hours a faculty person is in the classroom, or not wanting to support graduate students, all of those factors that move into the academic role, that's where persons who are specifically assigned are liaisons and nobody substitutes for the President when it gets down to the final moments there.

Q. Does that create a sense of awkwardness with the Ohio Board of Regents? Of direct contact with legislators rather than through the Board of Regents?

A. I have not sensed the word awkwardness. Members of University administration are called upon and coordinating through, and hopefully everybody's on the same wave length. But particularly in the area of capital appropriations, the various institutions and their administrators involved in it, I suspect the Board of Regents learn about some things that come out of the General Assembly that they had not known about until after pretty far down the road. But it is an area again that we as administrators need to be mindful of and I hope keep the doors of communication open. Again, we talk about Dr. Napier, from the campus downtown, the Department of Natural Resources and then in the Board of Regents. And so there is a communication of one knows what the other is doing, and what I would hope for, and I think that's been the general practice.

Q. For purposes of clarity, we need to keep in mind that the Regents are a coordinating board, not a governing board.

A. That's correct. Again, when we get into the matter of evaluating Ph.D. programs and the judgment whether they should continue or be established, and the legislature gets involved in that decision making, particularly in terms of financial support, there needs to be strong communication. The Board of Regents is the coordinating body there without the final authority, but if it doesn't get the support of the Board of Regents in terms of degree programs and that sort of thing, I guess I would expect that the General Assembly should not move on the basis of an individual institution's desire.

Q. One of the aspects of the Enarson administration that was particularly important, was the fact that the University was still operating in an open admissions

environment, and some significant need for remedial education. What I would like you to do is to comment on the admissions process and the concerns of administration in this period.

- A. Of course, when Harold Enarson was in the office, starting when Novice Fawcett was in the office, the General Assembly and with the Board of Regents, limitation on enrollment, 40,000 undergraduates for example. At the same time, the general understanding was that the state university should have open doors. So it's a matter of having open admissions, and yet the door would be closed when the quantity number was reached. And that meant that those closest to the campus and understanding would get their applications in early and take up spots for qualified people. Harold Enarson was a broad gauge person. He spoke rather effectively and pointedly that Ohio State was a broad gate University and not a Columbus University or a Central Ohio University, but represented the whole staff and beyond the State of Ohio. And admissions then in that way was under continual policy review. Harold Enarson was interested in having the best, as he would say, the best and most able students and that's the reason around the table, as we looked at the quality of our student body, undergraduate student body, he moved to have us do more in recruiting merit scholars, top scholars. I was a point person to do that. As you will recall, I was both a Vice President and sat at the President's table, and I was a Dean and sat at the Council of Deans and Dean of the University College and portal of entry for students. And we worked to get top quality undergraduate student body while at the same time having an open door in trying to have the least amount of remedial education based upon admissions.

And Harold tried to move out of remedial education as did Jennings who followed him. We have students who are coming who are not prepared, and again I believe Harold Enarson and other Presidents felt that once a student comes to this campus, we ought to do everything we could to keep them here. Perhaps in earlier days people made the comment that, to a freshman, look to your right and look to your left and a year from now only one of you would be here. And we had in earlier days courses that some thought were identified to be flunk out courses. And Harold Enarson did not think that way.

Q. One of the things that really boomed during the Enarson years is continuing education. Continuing education of course wasn't anything new. But it developed significant momentum during this period of the 70's and 80's. Can we talk about continuing education and your role as Vice President for Educational services.

A. Again, we educate for life. The University in earlier days did not have a Division for Continuing Education. That came into being under Novice Fawcett. We had twilight school where older adults or non-traditional students were enrolled. But Harold Enarson, since we're discussing the time of his presidency, did become, I believe, probably the strongest spokesman for what we call Program 60. That is, people who reached the age of 60, could enroll at this University in a course and participate as a non-credit student without cost. That's the strongest in continuing education for the population, and that became a policy that was extended across all state universities by legislative action.

Q. But it began here first before it became a legislative mandate.

- A. Yes, and Harold Enarson was in my view, and my various supporting person in his speaking for that program, Program 60, which continues today.
- Q. President Enarson had, in comparative terms, a relative long presidency of nine years. If you were to try to summarize what Enarson's legacy for those nine years was, how would you do that?
- A. I would summarize Harold Enarson as being an open style, informal kind of a higher education administrator. He represented the changing social values, coming out of civil rights and the time when Title IX, black studies, women's studies. He didn't initiate those programs here, but he certainly was supportive of them as they grew and are still here. He was a kind of a person that didn't shy away from controversy. He felt that controversy was part and parcel of a university. Those people who would protest, to use that word, against the policies, did not perceive a closed door. He was a listening President. With his intellectual wit, if I may use that word, had a way of being able to disarm some people. At the same time, he may have offended some members of the faculty as I recall in my own mind. So I would I guess summarize that way, unless you have more specific questions that I might speak to. The University in my view grew in terms of its stature in higher education under Harold Enarson. For example, take the National Merit Program, which again, I was a point person. We moved to having numbers in the 20's and up to 50's. And we raised money from the gifts that came, not from the general budget of the University. But I went to Harold Enarson with a problem, saying that, "Harold, I'm going to have 100 National Merits this year, more than we have projected for." And I remember his

response was, "Let's have more problems like that. Let's find a way. Let's work harder to get the money to support them." So he was a person, I believe, of academic administrative leadership. He was recognized, I believe, as a person who understood the higher education academic challenges and was respected for it, and was called upon to be a consultant, as evidenced particularly in the area of administration. Boards of Trustees of other institutions would call upon him to help them identify the criteria for being a President, for example.

Q. After leaving the University he continued to have a leading role in the Western Academic Association called WICHE.

A. Again, a native of the southwest and had a ranch in Colorado, it was a very natural area for him to move. And again, because of the high respect held for him in the area of higher education administration and very much involved WICHE, and continued after his retirement. On the other hand, he was called back to the southeast and met regularly with some higher education administrators in Atlanta to look at resolving problems of opening the door to minorities. Under Harold Enarson's administration, we did grow in the number of women in principal roles in the University. The number of minorities in principal roles. He really had no time a day for discrimination. He was a man of integrity and opened the door to all people.

Q. This was also the time of the \_\_\_\_\_ Committee on Women and Minorities and the reports that they generated.

A. Correct.

- Q. One of the facts about Harold Enarson that I didn't know is that he was a \_\_\_\_\_ in the words of James Thurber. Can you comment on that?
- A. Yes, as we said, as we talked informally. President Enarson would use Thurber drawings, Thurber productions as gifts to persons who distinguished themselves in representing the University. So the University gift many times was a Thurber production. He sent some of that wit of a Thurber and used it and called upon our own librarian here, Lou Branscomb, who was a scholar of the Thurber literature.
- Q. Good. President Enarson submitted his intent to step down as President. You were not of course as an administrator a member of the search committee that would select Enarson's or recommend Enarson's successor, but you were involved in the search process. Can you comment?
- A. I guess my comment would be when you're at a University as long as I had been in various roles, I would be called upon from time to time to express my opinion about the criteria for persons who joined us in various roles, and one of them being President, I myself served as a consultant for some institutions in that role. And I did know the Board of Trustees of this University and members of the search committee. I was called by the Chairman of the Board of Trustees, Jack Havens, to ask if I would make myself available and also my wife available to interview, as he described the person, a rather young University administrator who was serving university administrations across the country, and asked if I would be willing to meet with that person, along with my wife Ruth, who was a University administrator in her own right and held in high regard. My nature was to say whenever the President of the Board of Trustees called, I don't know when

I said no, it was usually a yes, sir. And it was a yes, sir, and the arrangements were made to meet that “young” administrator by the name of Ed Jennings, who was President of the University of Wyoming. Again, a convenient spot as he came into the airport and we did have a long visit, and I responded to his questions about the administration of this University and who was doing what. And that person topped out very quickly as the principal candidate to be President of this University and was appointed President. So I was involved in that indirect way, not in any decision making, unless it might be, and you’d have to ask Ed Jennings whether I helped him to make a decision to say yes to an offer. I must say very frankly and honestly, I was not asked by the committee or by the Chair of the committee or the Chairman of the Board of Trustees, I was not asked for my opinion of that young administrator when he left. Afterwards we all smiled at the discussion, and as I became a member of Ed Jennings’ staff, he made some judgments about my value of administration, as I made some judgments about what he was looking for in the way of administrative experiences. And that led to I hope a mutual respect between the two of us.

Q. You were asked by Jack Havens as Chair of the Board of Trustees. Did you not also know Jack Havens in other capacities?

A. Well yes, Jack Havens of course was one of the principal citizens of this state and certainly this city in his role as Chairman of the Board of BankOne. Of course I knew him as a graduate of this University and a very highly respected alumnus and citizen of the Columbus community in his life. And so yes, we did know

each other personally. I valued him as a very significant leader of the banking industry in this state. Certainly for BancOne.

Q. Now I've often speculated that the process of one president succeeding another, the Trustees look for elements of particular strengths in the next person that they thought critical at that point in the University's history. What were those strengths do you think in this 1981 selection in Jennings. What do you think the Board of Trustees was looking for?

A. I think you are very astute and wise in the faith and hope that the Trustees would do just what you said, look for presidents that were right for the University. And I've often said about each of the Presidents, that each one was the right person for the time in which they served the University. And more specific to your question, I believe the Board of Trustees were looking for a person who came through the academic channels, that is having served as a member of the teaching faculty and administrator in the University, who understood finance. We were not unique in having financial problems, but it was a time when the budget had not been approved, the state budget had not been approved actually during the interim, from the time Enarson announced his plan to resign and before Ed Jennings came, the State of Ohio had not approved a budget. And Ed Jennings came in without an approved budget. But it was his understanding, in his dynamic approach to solving problems, he said that Ohio State will have a budget. And a budget was developed to live with. And very early, all of us know from where Ed Jennings came in terms of values, that it was only one treasury of this University. And he did observe that we had many boxes, sometimes referred to as cigar boxes, with

some money dashed in them, thinking that it belonged to the individual area to help accumulate them. We had many auxiliary enterprises such as University Hospital and athletics and the Student Union, and the institution, and a good many offices of national agency offices here, and when we received grants. So I believe the University Presidency called for having a person who really understood finances, and Ed Jennings was that person, and the record speaks for itself there. I don't have that specific in mind, but when Ed Jennings came, I think we had an endowment of less than one hundred million. During this time we moved to having five hundred million. It wasn't until President Kirwan came that we reached the billion dollar mark. But Ed Jennings really supported and gave leadership to our early campaigns for raising private funds.

Q. One of the perspectives that is fairly common is that universities, big universities including this one, have adopted a corporate model of leadership, of objectives. I'm wondering whether that's true or not. Part of that could be attributed to Jennings' management style and orientation.

A. I hear that observation. I've heard it from time to time. People in the academic world saying we're not like corporate entities and should not be managed as a corporate enterprise, that we are different. And yet whether you're a profit or a non-profit, when the end of a fiscal year comes, the books need to be balanced. And Ed Jennings was very good at that, and if you call that the corporate model, yes. Ed Jennings was one that expected the corporate entity of The Ohio State University to be accountable in managing its resources. I personally have not been employed in the corporate world. I've been an administrator in many roles.

And hearing Ed Jennings make an observation of administrators, if you want to call this the corporate model, but there are three kinds of administrators. Two of them are not good. One is the one who overextends the budget. The other is one who has dollars and doesn't spend them, know how to spend them. Of course, the other is a good administrator, who comes up with a balanced budget and has some vision for having dollars for the future and knows how to invest them. Jennings was an investor. Jennings believed in the market. As he retired and moved into teaching a course in investment.

Q. Jennings' academic specialty was finance and he interrupted a career in the business world to pursue his Ph.D. One of the things I believe is different, and correct me if I'm wrong here, is that with the commencement of the Jennings administration, there were some \_\_\_\_\_ added to the presidency that hadn't been there before, such as sitting on the Boards.

A. Yes, you are correct. When Ed Jennings became President here, here in administration and the faculty, learned that Ed Jennings was on the Board of BancOne, for example. We learned that Ed Jennings had membership in the Scioto County Club. And certainly that was not the case of Harold Enarson or Novice Fawcett before. In that way, Jennings was involved in the financial world in a very practical way. And of course that again raises the question about the conflict of interest. I think Ed Jennings faced that well. If he was on the Board and there was a judgment to be made on behalf of the University, he abstained from voting as is the practice. But yes, as we spoke, Harold Enarson would be called upon in academic administration, policies and the social dynamics and

political dynamics of administration, he would be called upon to give consulting in the area of financing, higher education and other agencies.

Q. Continuing the interview, the tape ran out while you were in mid-sentence, I'm sorry. Can you continue with the Jennings as corporate administrator?

A. Again, I shy away from using the word corporate administrator when you're in higher education. But I did say he managed resources well. For example, he encouraged having students in the College of Business be given an allotment of dollars, like \$10,000, I'm not sure the specific amount, for them to invest using their judgments and the University would take the risk of losing or having a profit. And as I said, Ed Jennings was called upon by agencies and institutions to give advice in the area of finance. I made the comparison that other presidents be called strengths in administration in different ways, as Harold Enarson had been, as far as Nov Fawcett had been. Ed Jennings brought a very strong administrative thrust in the area of financing and providing the revenues for faculty to have increases despite the fact that the money did not come from the General Assembly.

Q. Earlier you had mentioned that the Trustees were looking for someone to relate to faculty. And I believe that one of the things Ed Jennings did was to involve faculty more in the budgetary concerns of the University.

A. That is correct. Jennings was a very effective administrative. I admired him greatly and still admire him. But to use an illustration in his very early days as the CEO, to use that term, at the end of the table, around the table making a judgment on how we should have an inaugural for a president. The tradition had been to

have a very formal academic installation of a president and he would ask the question around the table. We would answer in our own way. I worked with enough people to be able to see where I thought they were coming from, but it was clear that Ed Jennings was not about to spend dollars for having a formal kind of inaugural. And so as Harold Enarson, bringing in a different philosophy than Novice Fawcett, Ed Jennings did not have a formal inaugural.

Q. That issue I think happened during yet another fiscal crises.

A. Exactly right. And so he let action speak louder than just to talk about it. He walked the talk. He was that kind of administrator that, again with consultation, having people, faculty, people around the table, Ed Jennings would go to the Faculty Club and sit at a table without a conference. He would sit at an open table and have dialogue with faculty, which was well received. He would challenge them. They would challenge him. And out of it would come, in my view as I observed this, some Jennings decisions that were made in consultation and folks would understand from where he came, even if they might not agree with it. For example, when he said that a certain percentage of income would come from the adjunct or the auxiliary enterprises like athletics, 10% of the income would come to operate the University, be it libraries or what have you. Obviously those administrators would frown and say they may think that it was their money, but again, there is only one treasurer here, and Ed Jennings had a way of pulling that off and people accepting it. Out of that came higher salaries for faculty.

- Q. You were talking about these instance, we need to ask you to comment more generally about Jennings' style and philosophy versus Harold Enarson in your cabinet responsibilities.
- A. They were different personalities and different styles. And I was responsible for the regional campuses, innovative developments. One style might be appropriately understood as being very cautious and not moving with certainty in terms of planning. Harold Enarson was one that I would say was conservative in that way, yet many would identify him as a liberal, terms that I do not like to use. His level of integrity and not to represent something unless it was almost positive proof, whereas if I may make an observation, a personal John Mount observation, when you came to Ed Jennings with a proposal that would come through the channels of the faculty, and may involve some significant risk, Ed Jennings was more likely to encourage you to take risks if it looked like an investment. And I use that word very advisedly. And he would encourage you to make an investment. And the fact is, when there was an achievement that would lead people to join in and supporting that investment, Ed Jennings would almost scare you at times. He would be challenging you to meet that challenge and succeed in your risk, which I enjoyed. Both of them were very supportive of the regional campuses and of University College. They were rather unique operations. The one thing that I would lift up with pride for my values is that all of the presidents that I served with in terms of the regional campuses, beginning in high school and branches and yes then becoming regional campuses by title, the support was very strong from Harold Enarson and from Ed Jennings. If we didn't have them we

would want to create them. But also, very effective in holding the line so that we did not move out and respond to teaching courses where we could not provide the quality of instruction, quality of libraries, and the support. Sometimes the faculty and the local communities would want to have degree problems when we were not fiscally or with staff or with physical facilities prepared. But different than many regional campuses of other universities, a member of the faculty in the Department of English, and to use your own illustration, so far as my philosophy as I've exercised the wisdom and judgment of \_\_\_\_\_ is, that a librarian on a regional staff is really a member of the library staff of The Ohio State University. And again, personalities come into play of how much that related depending upon the effectiveness, if I must say, of the administrator at the top of the University, Chairman of Department, academic ranks, evaluating staff. We are one University as we had one treasury. Both Enarson and Jennings supported that fully, and again it started under Fawcett.

Q. Your retirement happened when the Jennings administration was about three years old. It was quite an event. Can you comment?

A. It was quite an event and one that humbled me greatly. Again, to reflect on earlier discussions, and with that smile on our faces, both Ed Jennings and I recall that discussion out at the airport when he was asking about the age of administrators at the University and obviously my age came forth and I reminded him that at Ohio State it was the policy that presidents and vice presidents and key administrators, academic administrators, were to step down when they reached the age of 65. They could stay on as faculty people but needed to step down as administrators.

And when I reached that 65, relatively speaking after Jennings was here, we smiled and are you really ready to retire, and I reminded him of the policy and told him I was ready to live by it. So it was known that I was going to be 65 and my colleagues on the regional campuses and University College staff, and I must say the alumni, the Alumni Advisory Council and the Alumni Board, and then of course moving to Central Administration with the President being the principal there and the Board of Trustees, there was a retirement party for me, a celebration of my leaving, that some have said had to go back to Howard Bevis' retirement, which was a black tie and a very elaborate one in the Ohio Union, not long after it had been built really relatively speaking. The Ohio Union ballroom was filled and the program was overwhelming really in terms of the students and faculty and staff who spoke. And yes, I did know that there would be a portrait because I had to sit for a portrait which was not too uncommon I guess for vice presidents retiring. It didn't happen too often but I did know that there might be a portrait unveiled. But I did not have any idea that there would be a building named for me on that occasion. Ed Jennings was part and parcel. It would not have happened without his support and without the support of people around him. There were members of the General Assembly and past administrators and long time friends and alumni came from across the country.

Q. Naming a building is a Board of Trustees again and Jennings apparently had secured that permission.

A. Absolutely. The Board was there and of course the Chairman of the Board spoke on that occasion. But yes, no question about that, and it was not an exception

because we had made exceptions before my retirement. But the policy understood generally was that you did not name buildings for administrators or persons while they still lived. That's before buildings were named based upon the amount of money you gave. The buildings on the west campus for example named for the president, they were all deceased. But in my own role as an administrator, I recommended an exception be made for naming the administrative offices of the building on the Marion campus for Lou Morrell, former Vice President, former President of \_\_\_\_\_ and Minnesota and had returned to the community. I did take yes, the President and the President's staff, and ultimately to the Board of Trustees, recommendation accepted be made for Lou Morrell's name to be placed on the building at the Marion campus. He was at the age of 80. And he and his wife were both there. I have the philosophy we should recognize people while they still live. And that did happen. And then later of course, buildings down on the Wright State campus where I was involved in raising the money and selecting the site, one was named for Novice Fawcett and one for Stanley Allen, who was Chairman of our Board, and one for the President of Miami, Mollett. And so all of those people were alive. And then even later, the Fawcett Center for Tomorrow, it was the Center for Tomorrow was the name of the building until it was recommended and had a party in the Fawcett Center, that the building's name be changed to include Novice Fawcett. So today it is the Fawcett Center.

Q. I think historically the University has gone back and forth on naming buildings while parties are still living. It's not been a stand fast policy.

A. That's right. And exceptions would be made and exceptions become the rule. As I understand it right now, they're trying to firm up the recommendation now of basically naming in honor of someone is pretty much limited to rooms and parts of buildings rather than the whole building, and money becomes, so there would be an amount of money necessary to get a building name. An exception to that clearly, most recently, was the naming for what we called for years the Botany and Zoology Building. That now carries the name of Ed Jennings, and that is not because of a financial contribution from Ed Jennings, anymore than Mount Hall is a contribution from John Mount. That's the most recent big building named in honor of someone.

Q. John, you were probably, almost certainly, the busiest retiree I have ever known. And that was true as soon as you retired, because you became involved in a state-wide political issue known as Issue 2 and 3. Would you like to discuss that?

A. Yes, I did have vivid memory of it. At the time of my retirement in 1983, that's the time when Governor Rhodes' term limits took him out of the Governorship and Governor Celeste became the Governor. Under Governor Rhodes we had increases in revenue coming from taxes to support education, higher education. At the time of that change in Governorship the Republican party, particularly the party with centralized energy coming out of northwest Ohio, Akron and that area, that we roll back those taxes. And Governor Celeste coming into office with having on the ballot soon after he was in office Issues 2 and 3 which were certified by the Secretary of State to being on the ballot in November of the year I retired. And to come more specific, at the end of August, when I was really going

to retire and go to Europe for a vacation, I received a call from Governor Celeste at my home, which surprised me to receive a call from the Governor, and he said, “You know about Issues 2 and 3?” And I said, “Yes, of course I do.” And he said, “I would like to have you consider being co-chair of a committee to help get those issues defeated. And this is the defeat issues to roll back taxes, which is an interesting challenge politically. My response to the Governor was, “I just retired and I still feel very much a part of The Ohio State University. I would not accept any political appointment like that without discussing it with the President, and I’m just ready to leave the country. And I think President Jennings is currently on vacation.” And so Governor Celeste’s response was, “We’re not in that big of a hurry. When you get back and check with the President, give me an answer.”

When I returned, there was a call for me to come to President Jennings’ office and the conversation from Ed Jennings was, “John, I hope you will accept the assignment because I’m going to work hard to get those issues defeated and I may get fired, but you can’t be fired.” And so the answer was that I did work at that, and did work at it with getting stationary, that was not University stationary.

Again, with the support from the Alumni Association, the issues were defeated, much to the joy of all of those who believe in education, and specifically higher education.

- Q. Correct me if I’m wrong, but the two issues, one concerned a rollback of the taxes, and I think the other one would make it more difficult for the legislature to pass taxes.
- A. Correct.

Q. Very fundamental issues in both of them.

A. Very fundamental. Again, institutions being part of a real world, and in California they had Proposition 13, where they rolled back taxes for education in California. While we were working on the problem here in Ohio, Florida came up with, they did call it an issue to roll back taxes. In fact, I was called to be a consultant because our vote was ahead of the one that was to happen in Florida. So again, it was I believe it was across the country, as is today. It's not unique that we have political parties that want to roll back taxes, and others who want to increase taxes to meet the public need. Earlier in the life of this institution, really at the time when regional campuses were being developed by the state universities, and we needed funds. And this was really under Novice Fawcett's time and when Tom Patton, President of Republic Steel, and was very active in supporting Trustees and leader of our Alumni, chaired a state-wide committee to increase taxes. And Mr. Patton, after his retirement, went to his death bed feeling that one of his greatest achievements was to give leadership to get funds for education in Ohio. And again, we organized students and committees of 88. I learned from my mentors, from people who were being successful. And so as we moved into Issue 2 and 3, it was to get people across this state, students and faculty and concerned citizens organized to speak up and go to the polls and vote their conscience.

Q. And Issues 2 and 3 (unintelligible).

A. Yes, they were defeated and in my book it only took one vote to defeat them, but I was pleased whether it was defeated in a resounding way. It gave a message then

to Governor Celeste and to the legislature that the people believed in education. I wonder if we would give the people of the state the same opportunity today, whether there would be a comparable vote. I have great confidence in our democratic system, but it does take great investment of dynamic leadership and resources to educate people about the consequences of a vote. In this case, they had to vote “no” on rolling back taxes, which made an interesting dilemma. Sometimes when you walk in a booth to vote, there’s a general assembly that think if you vote “yes,” you’re supporting increases. This time, we had to vote “no” to support the funding for education.

Q. After your work with Issues 2 and 3, your connection as a retiree continued to involve you in University development and in alumni relations. Can you talk about that?

A. Yes, again I speak to it in this way. During the time of my early retirement with President Jennings in his office he asked what I was going to do in retirement. The question was, “I don’t know.” There were some things on the table and he said he’s like to lay something on the table, and that is that I continue on at the University and be an advisor and be a supportive person to the Director of Alumni Affairs, one Dan Heinlen, and to Tom Tobin, then Vice President for Development. And in discussing, as I often asked, “What did you have in mind and why me?” The answer was that Ed Jennings saw a campaign coming for development and saw some personal attention needed in some of our major cities with alumni to generate their loyalty to the extent that they would support a development campaign. And then also, it was Ed Jennings, again his vision and

feeling that this University should have more alumni paying their dues to support the institution, and that we would need to have more support in areas where we didn't have it. For example, in outlying areas like Florida and New York City and the west coast, in Puerto Rico, Hawaii. He saw that I might be of help in that area, and I said, "Yes," with the understanding that I would want my wife to join with me in any travel that I had, that my wife neglecting family, and one of my values was that I wanted to live out my retired life to be closer certainly to my wife and yes, my grandchildren, who were pretty young at that time. But his answer was, "That's no problem. We'd just as soon have Ruth traveling anyhow," very complimentary of Ruth, as the community was. And so I said, "Yes," and as the policy in those days, when you had to retire at 65 you could stay on to be a member of the faculty, or you could be appointed in a role at the University at one-third of the salary, one-third of the appointment. It was either one-third or one-fourth. And so for 65 to 70, I did receive a stipend. With alumni paying for my travel, I should say alumni and the development dividing the cost of travel and my expenses to travel. Ed Jennings, in his fiscal manner, found the one-fourth salary and I did accept that. All of that salary went into a tax deferred annuity, which still exists except that which I have to take under the mandatory deduction when you reach 70 ½. That tax deferred annuity has as its beneficiary The Ohio State University. So in effect I earned that money and it was tax deferred until I was 70 ½ and I'm now paying tax on it, and would like to have the law changed so I could turn it all over to the University. But depending on how long I live and how much is there, it will go to the University. But again, at age

70 that was just continued and I am strictly for the last fifteen years been a full-time, as the card shows, a senior volunteer for the alumni and for development.

Q. Is it fair to say that the Alumni Association and the Development organization value your contact with alumni and also your organizational skills?

A. Well they apparently do. I should say along with development and the alumni, I spend time and my personal resources recruiting students and recruiting people to be a part of this University. In fact, yesterday I had a young lady and her parents from Albany, New York that I learned about through an alumnus in New York City. And they came to the campus and we did have lunch together after a visit, and just this morning an e-mail from the father that said, "You'd be interested to know that on the way home Kimberly made her decision to be an Ohio State student." And so I have continued in that role and with my wife Ruth, very helpful in that to do that, particularly with the National Merit Honor students and this young lady has great talent. That's one way of expressing my gratitude for all the University has done for me down through the years, particularly in allowing me to have wonderful colleagues and mentors. In times of crises, when I've had them in my life, the University has been very supportive. The emotional support that has allowed me to do the very best I can while I'm alive.

Q. You mentioned Tom Tobin and Gary May succeeded Tom Tobin and your relationship continues, correct?

A. My relationship with Tom was cordial. We clearly worked with him while he was here. Tom Tobin, for various reasons, resigned from the University and went to South Florida, where he worked and Gary May came in to succeed him. And

then I worked very closely with the staff. You may recall we have development staff out in areas in the east and in the south and in the west, and outlying offices for development and they work with alumni as well as the donors in the University. We really helped to set that up down in Florida where we spent a bit more time. After the tragic death of my wife in '97, and again I was taking a look at where I should spend my energy and emotions, and nearly thought that maybe I should find some new scenery and had an offer to do that. But Gary May, at one of the winter college sessions in Florida, took me aside and said, "John, I hear you're being invited to be considered for the Columbus Foundation," where I had been on the Board in early days. And he again would lay a proposition on the table for me to actually occupy an office in the Fawcett Center where the development staff is and that I could be close to the development staff, particularly the President's Club. And we were raising money for the Alumni House, which is now the Longaberger Alumni House. We were also in a major campaign. So I did say, "Yes," and so now I do have an office in the Fawcett Center. Along with that offer did come the promise that I would have secretarial staff and would have an expense account. I have not used any of that expense account, but I did appreciate the secretarial staff. Actually, it was a part-time secretary from Bill Hilton, who was the point person for raising money for the Alumni House. Now I'm without secretarial staff, although a lot of kind people here, and I wouldn't want those people to volunteer to help me think that I didn't appreciate the secretarial staff and all kinds of support we have in carrying on

what we hope is in the best mission of the University, the best interest of the University.

Q. This is April 1, 2004. This is Raimund Goerler. I'm interview John Mount for the OSU Archives Oral History Program. John, before we begin our journey through the topical outline, I wanted to give you a chance to talk about your first observations about the Jennings administration and his concerns about whether to have a presidential inaugural.

A. As we visited informally, Ed Jennings coming to Ohio State to the President brought a background of having been a faculty member, chair of a department in the academic office in central administration of the University of Iowa, and then President. She he brought a background and very early we got word from Ed Jennings that one of his core values was that he cherished being a faculty person. He always considered himself as a faculty person. So decisions were made around the cabinet. One of the early decisions was, what should be done in terms of the inaugural of a new president. And he asked each of the persons around the table for their observation and suggestions about how we might have in inaugural for the President. As I watched his eyes and could see that he was not following some of the suggestions, particularly the academia and inviting representatives from institutions across the country was a general pattern back in earlier days. And my comment was, I said as the President, you're the one who should call the style and type of inaugural that we have. And he seemed pretty quickly to say, "We're going to have an inaugural but we're not going to have a lot of fanfare. I will be pleased to be inaugurated and receive the medal, but it will be low key,"

and it was. And it reflected that he felt that faculty would appreciate that more, especially as he came here with a financial situation that was bad as it had been probably up to that time. But it was interesting to observe his style down through the years, and that was just one illustration. As you know, he did teach classes once in a while, while he was President. He went to the Faculty Club I think each luncheon when he did not have an appointment. He would sit at the open table with faculty and have dialogue, and it was appreciated very much. But moving into issues like relationship with the College of Medicine, with Deans who had been here before he came, I'm thinking Medicine, Richard Meiling had his style and Ed Jennings could cope with that as well as any President. He was not intimidated by people who had their own strong opinions, but he let it be known that he was President in a way that was well received, but he was a faculty member first. And that related well to the faculty and the colleges across the campus. One of the early announcements was that there was only one Treasurer of this University. When Ed Jennings came, there were many funds held by departments and colleges, where they would have earnings that were really not in their judgment a part of the University budget to use with autonomy in their own department. But he made it clear that there was one Treasury and wherever we had the auxiliary enterprises they paid a share of the total budget, that is the hospital and the Student Union and the other many associations that we had. Agriculture. Yes, some in Agriculture but most significantly Athletics.

Q. John, an understatement is to say you have been very active since your retirement and you've been fairly active also with each of the OSU Presidents that followed

your retirement. Can you talk a little about your roles and your actions with these Presidents, Jennings, Gee, Kirwan and Holbrook?

- A. I would summarize this, as President Gee came in, of course I had been asked to serve as a consultant to alumni and to the Vice President for Development, and really as authorized by the President, the President's office is paying my telephone bill and providing the office expenses. The new President came and I volunteered to discontinue that. But each of the Presidents from Gee to Kirwan and Dr. Holbrook asked that I continue in the role of being available to the administration of the Alumni Association and to the Development Fund, and to the Honors Office, Admissions Office in recruiting students. And that I've continued to do. With Gordon Gee, I was probably more active in that I was invited to many meetings where he would be. And after six months or so here, I remember he made kind of a public statement that it seems like wherever he goes John Mount is there. And that would be of course, many of those were related to alumni function and fundraising development functions. And Gee of course was very active in outreach as I had been. So we had more dialogue with him informally, identifying issues and discussing them. But I would I guess, whether it be a bowl game or some other major function, President's Club functions, we enjoyed visiting with him and his wife died and I could relate to that with him. His new wife was on the faculty. In summary, one of the surprises that I received after President Gee left was to receive the first Gee award. The Alumni Association created a Gee award which was really kind of a spirit award for outreach and I received the Gee award. It was a portrait of Ruth and myself that

is now hung in the Alumni House in the room named for Ruth, my late wife and myself, called The Leadership Suite. I don't know how much President Gee had to do with that, but that is a fact of life that I am a recipient of the Gee award.

Q. This is a suite on the Longaberger House?

A. Yes, it's called the Mount Suite of the Leadership Suite, where many conferences are held, where we held class if you will recall. With President Kirwan, as I greeted him and became acquainted, I did know his role at the University of Maryland, and I learned about President Kirwan first from his father, who was President of the University of Kentucky. His father was at one time Dean of Students, in fact one of the first Dean of Students when they put the Dean of Men and Dean of Women together. He was Dean of Students and left that to become Dean of the Graduate School, but he enjoyed teaching and went back to teaching. I remember President Kirwan's father as being very much involved in what was called the Infractions Committee. When athletics reported to my office, President Kirwan of the University of Kentucky, was on that Infractions Committee. So when President Kirwan came, we reminded him that his President would talk about him often and talk that he was proud of his son. He knew about Mrs. Kirwan growing up down in Berea, Berea college town. So we had that background of experience, experiences that I had with the Kirwan family.

Q. Did you find yourself invited to many of the events?

A. I would be invited to the events that the President had. I was very much, as Secretary of the Board of Trustees, those functions. So it was informal conversation. I would never want to be identified as some person that the

Presidents called upon me to sit in on major policy decisions. It was informal and behind the scenes. President Jennings, as we spoke earlier, called me back to meet with the President's staff on an issue in policy making. Then with President Holbrook, who hasn't been here too long, and I did know more about her than she knew about me. She's a graduate of the University of Wisconsin where I have a degree and I followed her career and we have visited with her often informally at occasions. And we would be in receptions and she's been involved with meeting with these students and parents who come in for the Youth Mount Leadership Meeting. She will have breakfast with the Mount scholars which I host coming up next month. So it's in areas like that that I had associations with President Holbrook.

Q. I think you had told me in a non-recorded conversation that you had had some contact with a mutual friend of Dr. Holbrook.

A. Yes, actually a person who was the former Dean of Students at the University of Georgia and then later a Vice President in the area of Academic Affairs, and retired to become a member of the General Assembly of the State of Georgia. And she has her Ph.D. from Ohio State and was a very close friend of my late wife, Ruth. And is a very close friend of Karen Holbrook. And so actually I had a call asking about people on the search committee here as she was talking with then President for Academic Affairs, Karen Holbrook. And so we had that discussion, Karen Holbrook learning about Ohio State a bit through the person who was her predecessor at the University of Georgia. And we corresponded afterwards sending clippings back and forth, and they invited Karen back to honor

her. In those contexts I talked with Karen Holbrook after she had been here. And of course the Chairman of the Board of Trustees at the time of the selection of Karen Holbrook was a close personal friend. Mr. Patterson of course was a very close friend of mine down through from the time he was a student here, and his family, and he chaired the search committee.

Q. And your role in alumni development.

A. Yes, Karen Holbrook has asked, "Do I need anything in writing?" She's asked me to continue to be available if I feel up to it. I think presidents, I would make this observation, knowing the presidents since President Rightmire, my observation is that we've been very fortunate here in having presidents who were the right president for the times. I think we have that currently.

Q. I'd like to step back a moment and revisit the Jennings administration. You said that you were called by President Jennings on one issue, a policy issue. Do you want to elaborate on that.

A. My elaboration would be again, as I said to President Jennings and said to each of the following presidents, my conversation in my role as an Emeritus Vice President and Dean here, that I would come when called. And the call came for me to meet with the President's staff from his secretary. And I did not know what was on the agenda, and the President's secretary made it clear to me that the President really wanted me to come to the meeting to express my feelings about the subject without conversation with him ahead of time. And so the issue on the table was the renovation of the stadium scholarship cooperative dorms. And the recommendation had been laid on the table to discontinue them and not renovate

them, bring them up to code. And the President called me to participate in that discussion. And his typical style as he asked each of them around the table their judgment and they spoke to it, and then came to me, "John, what's your observation?" And I said, "Well, I'm mindful of significant cost, and with all due respect to what I've heard, again in quoting President Truman, "The buck stops at the President's desk." And I made the observation that, if I were President, I would think pretty seriously about facing the public and the alumni of discontinuing a stadium scholarship dorm for needy students to make space for the athletic department. And that seemed to be a very key point. And so the stadiums were renovated with several million dollars in funds made available out of the residence hall funds to do that. But that was an experience that I had with President Jennings, seeing again his style of working and calling in voices. I had of course lived in the stadium and was a key person in the renovation of them when they were converted back to being a cooperative scholarship dorm after the war, that's WWII.

Q. John, you certainly as Vice President for Student Affairs but in times before and times since, have had an active role in providing services to student organizations. I didn't know, until recently for example, that you had been honored by the ROTC. Can you comment on that?

A. It is true from all of my days at Ohio State, from the time that I was a student, I was fairly active in student organizations and was elected to the Senior Honor Society. And then when I came back from WWII to be in the state 4-H department and became very much involved with student organizations, that I

knew in my earlier days on campus, and invited to meet with them and became kind of a resource to the various student organizations that cut across the campus as well as in the Ag College, and then I became a Junior Dean for Undergraduate Education in that college and met with the four other Junior Deans, who dealt with the undergraduates. So it was a natural role for me to be in. And I just had been around a long time. With ROTC, I was, you probably haven't heard of this, but the Air ROTC had the angel flight. The angel flight members of the Air ROTC became kind of the stewardess for the University planes. After the war we flew in University planes, converted planes, to fly to the President and the staff and the basketball team. And I became a male member of the Angel Flight. It's the kind of thing that happens when you're associated with students and you're friendly with them, and helped them with opening doors. ROTC was one of the areas. Another thing in my responsible role, having ROTC report to my office, I felt very strongly and since the feeling that the leadership of our ROTC departments, where credit was given for the courses and the Chair of the departments with members of the faculty, that they should have the credentials to be a faculty member. And met with in some national meetings. And so I've been supportive of them in terms of their role, academic role, and met with the alumni and that probably led to becoming, as a native(?) man, I became then in the hall of fame of the Army ROTC here, much to my surprise, and helped really to organize the first ROTC alumni. They now have a pretty strong alumni of the Army ROTC and the other branches of the organizing alumni. Another area that I did do research on and had the facts, and that was to use the Mershon funds for

which they were intended, which was to support ROTC. Out of gratitude for that, and I knew Mr. Mershon had his photograph in my office, and ROTC did not have one. So that's where you'll find the portrait of Colonel Mershon down there because of his support for ROTC.

Q. Okay. One of the more prominent student organizations on campus is the marching band. Do you want to comment on your role with them?

A. Again, knowing the directors of the marching band and helping them and getting resources for the marching band, the first volunteer fundraisers for the marching band were my late wife Ruth and I, to raise funds for instruments and having athletics report through my office earlier, and having been the Vice President for Student Affairs, in earlier days the band did not have support from athletics the way they do now. Monies had to be raised for their trips. And so I became involved with them. One of my first assignments that Ed Jennings gave to me after my retirement was to help get the concert band in Carnegie Hall. They had not been there for years and they came to President Jennings to ask for money to play in Carnegie Hall. That was a project, one of the first projects he gave me in development and alumni. And I met with the alumni in New York and the concert band did play there. And many of the band members in the concert band were also in the marching band. So that's a relationship. And after I retired, one of the band's \_\_\_\_\_ before the game, I had a call from Ed Jennings to go and represent him to speak to the \_\_\_\_\_tion of the marching band and that was set up for me to receive, to become an honorary member of the marching band. As happened in a great many things after my retirement, especially Ruth

being very much a partner in all that we did, I made the comment that Ruth deserved this more than I, and they just made her an honorary member at the same time, to surprise her. So we both traveled to alumni meetings across the world, in fact wearing an honorary band jacket. And the question was, "What instrument did you play?" So that's the way things developed. The same happened with the Glee Club, the OSU Glee Club, where I'm an honorary member of the Glee Club. That has been a favorite organization down through the years and was to Ruth and to me and to my whole family. I traveled with them, went ahead of time and helped to arrange for meeting people in Europe as we traveled together. Helped to raise funds for them to get to Whales to participate there, when they won the Choir of the World. I took the Director down to meet with Mr. Wally Phillips, the son-in-law of John Galbreath, the late John Galbreath at that time, about how we might get funds to help support the Glee Club to participate. And the decision was to make available the funds that were given in memory of John Galbreath that would be a great way to help support the Glee Club, because Mr. Galbreath loved the Glee Club. He would have the Glee Club sing at some of the functions he had. So my role was to build upon those associations, and as a consequence they made me an honorary member.

Q. When you were a student here, you were admitted to Sphinx and you had since then been involved and honored by student honorary societies. Can you comment on that?

A. My comment is that each of the class honor societies, each one was made me an honorary member, starting with Buckman Dipper and \_\_\_\_\_ for the men and

on the women's side, I was the first male elected as honorary member of the \_\_\_\_\_ Board. Much to my wife's surprise, and she was Past President of the National \_\_\_\_\_ Board. But the local \_\_\_\_\_ Board chapter did not seek counsel from her. I said if they had she probably would have vetoed it. And then of course Chimes and Mirrors, again working with the students and advising them. In fact, Ruth and I both either were elected or honor members of the class honor societies.

Q. Ohio Staters is a very important student organization. Can you talk about your role with them?

A. First, going back to college days, Ohio Staters began just ahead of my coming in as a freshman. And the leadership of the Ohio Staters, both from the faculty, that is the faculty, staff, student organization and then I became an alumni, acting member of Ohio Staters when I was Junior Dean in my working days here, and have spoken to them and worked with them down through the years. I actually was a key person in helping them to set up the Ohio Staters Founders Fund, and the major gift coming from the Oscar Thomas family in memory of Oscar Thomas, who was on the Dean of Men's staff and one of the founding members of the Ohio Staters. And I continued to be involved with both Sphinx and Ohio Staters. I have spoken for many years at the initiation of the Sphinx members.

Q. John, also in the topic of service, outreach engagement is included professional service and yours is substantial. Do you want to comment, beginning with your very first, I think the Land Grant Association?

A. That is true. When I was in the College of Agriculture as Junior Dean, I was also teaching a course here at Ohio State on extension methods and as a Junior Dean went to in charge of the academic program in the college, went to Land Grant College Association. And became Chair of what is called the Organization and Policy Committee of the Land Grant Association. And that leads you in many ways. We talked earlier about the international programs and recommendations for relationship to AID, Agency for International Development and increasing the academic preparation for extension agents, setting academic standards. My thesis at the University of Wisconsin in Graduate Education was developing curriculum for extension workers. That was my thesis there. That probably led to my being invited to be Novice Fawcett's assistant, as Chair of the national committee invited them to meet here soon after Nov Fawcett became President, and asked him to welcome them. And that he did and two weeks after that occasion I was invited to come to his office and asked if I would be willing to be his Administrative Assistant. Because I had really no relationship with the President other than knowing him as the Superintendent of Schools and as President. And of course the background of that professional involvement with Land Grant, being at that time also I was Chair of the Junior Administrative Council. That was a council made up in those days of the Junior Deans, the Secretaries of the Colleges, and the Deans of Men and the Deans of Women. As we worked with the professional organizations, being Secretary of the Research Foundation Board and the then OARDC Board, which is a separate role from the Board of Trustees, being involved in continuing education associations, adult education associations.

Those were the areas of professional work that we did, and then of course my interest from the beginning of my career here on the campus was in international affairs. Coming back from WWII, and the state 4-H office organized what was called the International Farm Youth Exchange Program. As a member of the administration in the College of Agriculture, Home Economics, at that time we had many international students from Europe under the Marshall plan enrolled here, teachers of agriculture and home economics. That led to probably the reason President Fawcett asked me to represent him and the University to go to Washington and meet with eleven other University presidents or their designees. When Mr. Shriver, Assistant to President Kennedy, announced plans for the Peace Corp., we were invited in to be consultants in establishing the Peace Corp. I remember sitting there in the White House and Mr. Shriver was very enthusiastic and spoke at great lengths about the Peace Corp., and those of us who came did not have an opportunity to say very much. And I remember being seated next to Father Hesberger from Notre Dame. He kind of rapped the table and said, "Mr. Shriver, may I ask a question?" And he said, "Surely." And he said, "We were invited here to be consultants and we haven't had a chance to even respond to your ideas yet." And of course we did it with levity and there was levity in the room. But it was the beginning of the Peace Corp. and following that, my informal designation, my title then as Vice President and Secretary of the University, but I was also the coordinator of our first Peace Corp. relationship, in working out the contract with the Peace Corp. for Ohio State, to have the first Peace Corp. training program, in which 32 applicants came to the campus to be

prepared to go to India. We selected the Associate Dean of Agriculture and professor of Biological Sciences, Dick Meening, to chair that training program and called upon people like Professor J.P. Schmidt who had spent two years in India because the project at the Peace Corp. was to solve the shortage of food in India. And that's another one of the professional developments down through the years. And it's in its 42<sup>nd</sup> year now and Ohio State still has a significant record in Peace Corp. Another area is in the area of continuing education, that you're familiar with. We established that office and brought in Dr. Robert McCormick to be the Associate in that area. He was just recently honored in memoriam for his leadership by the Continuing Education Association. And in that area that we haven't talked about earlier, Rai, but the acronym MAPFAT, Midwest Area Program for Airborne Television. As I moved into Vice President for Educational Services and had WOSU Radio/Television, we had airborne television transmitted into the public schools across the Midwest, and had it up with Dick Hall and Senator Humphrey and developing programs for NPR, National Public Radio. It was one of the professional involvements that I feel very close to and have observed down through the years. Again, when my wife became President of the Friends of WOSU, after I moved out of the role for having responsibility for them.

- Q. If I may interrupt you, with the plane flying across Ohio, was its signal beamed from the plane? The production was here on the campus?
- A. Yes. Or other campuses. This was a way bouncing the sound. We now have the satellites. But prior to the satellites was having a converted bomber traveling over

the Midwest and beaming television down into the classrooms. And so our students saw their first television, many of them, in the classroom in the State of Ohio and Indiana. It was a Midwest program, funded by federal funds.

Q. It was a live program simply bounced from the studios of the plane and then to the receiver.

A. Yes, and we did some of that in Wright Patterson field teaching. We had two way audio and one way video. So that was a forerunner of what we have today. That was an area of professionalism that I had satisfaction and continue to follow down through the years. What reminds me too of just a recent meeting that comes to light, is the renovation of the Ohio Theatre. That was to be disassembled. At 4:30 on Sunday afternoon WOSU will broadcast the story of saving the Ohio Theatre. And again, in my outreach from this University, and having a partner in my wife Ruth, was on the Board of the Columbus Symphony, and to raise money to renovate and save the theatre, and have it be the home of the performing arts. So as an archivist and historian, the story of saving the theatre. Again, that's just one of those professional involvements you get behind the scenes working with key people. We have a professor on the campus by the name of Jostrum. I think he lived since you've been here.

Q. Yes, he was one of the \_\_\_\_\_.

A. He was that but loved music and was a very philanthropic person. He and his wife helped to fund the saving of the Ohio Theatre and helping to fund the symphony and other musical organizations. But I was on the Board with him for

a Columbus singing group. Just some of the engagement we had with the professional organizations of this community.

Q. One of the lesser known aspects is your involvement with Wright State University. Would you comment on that?

A. Wright State University is located in Dayton, Ohio, and many times I call Dayton my hometown. I'm a farm boy but Dayton was my big city and my graduation class from high school would go into National Cash Register auditorium, so I've known Dayton for many years and when Mr. Allen, the Chairman of the Board of National Cash Register, became a member of our Board of Trustees, C.F. Kettering was at relationship with Dayton. National Cash Register and Mr. Allen being a member of our Board and Chairman of a Board, and there was a movement in 1961, as I recall the date, of a Dayton progressive organization, a group of citizens to bring public education into Dayton. They had the University of Dayton, a very fine institution, but there were those who felt we should have more public education. And of course Ohio State was involved with Wright Patterson in an educational program as was Miami University. And so there was discussion in '61 and Mr. Allen really gave leadership to that. And a decision was made first to raise three million dollars to help to do the necessary feasibility studies and to get a state university started. Really the discussion was to have an institution that would have Miami and Ohio State working together as kind of branches of the two institutions. The National Cash Register Company had been supporting University of Dayton down through the years. It was important we felt to have the support of the University of Dayton and not to feel we were coming in

to compete with them, but to expand the opportunities for education. And so the announcement was a fundraiser of six million dollars for the feasibility of a state university and to support the Catholic University, University of Dayton. I was asked by Mr. Allen, and of course with the approval of Novice Fawcett, to work with that group of citizens in raising those three million dollars, and to help find a place to put it. And I remember meeting in Mr. Allen's home when the name was decided. It took from '61 time, of the early beginnings until 1965, when I think we really named the University and established Wright State University in Dayton. I was very much involved in representing the President and the University. In your files here in Archives would be the two key person, along with Mr. Allen, were John Mollett and Novice Fawcett. And on that campus there's a building named for each of them, Allen Hall, Mollett Hall and Fawcett Hall. That's the time when I really became more acquainted with John Mollett in serving as kind of a liaison there. I've known that family and we have a professor on campus who is the son of John Mollett, who is a professor of Military History.

Q. You were also approached I believe about who was a good candidate to be the first President of Wright State.

A. Yes, that came into play. Again, talking it through, we felt that it probably should be somebody outside of either Miami or Ohio State to be President there. And the first President really was an engineer because that was a lot of the work and he was there a short time, and we looked again, and my name came up to be President. One of the early appointments was Dean of the College of Business of Wright State University. He was a three degree person from Ohio State and we

didn't hire our own graduates, and he went down to Ohio U and was very successful. I knew him well and recommended Bob Cagris for President and said you had a good one right here in the Dean of Business. And so Bob Cagris became President and was a good friend and to this day is retired and a very good friend. So our involvement with Wright State has been down through the years kind of my home community.

Q. John, you've been \_\_\_\_\_, the word is so inadequate, but active in your engagement of yourself with many local and national organizations for the public good. Columbus Foundation is one on the list. Can you talk about your engagement with these various organizations?

A. Let's say we begin and that's a part of extension. My first job was to be an extension agent. So I was in the grass roots and came into the state office, with the assignment to help recruit people to be in the role of engagement, specifically the Cooperative Extension Service. Then when I moved into the Dean's office I continued some engagements, keeping on as someone just said recently, I've never left some of those fields. One might say, "You can take a boy off the farm but you can't take the farm out of the boy." You can't take engagement out of my life I guess. And as I moved into the President's office, part of that assistantship was to be engaged with the community, and that community, the General Assembly, as I would represent him with the General Assembly in my early days. It was his appointment of me to be on the Columbus Foundation. The other prior appointment on the Columbus Foundation was Assistant to President Bevis. And of course he retired and that again put me in relationship with the President or

designee of Battelle and with the Probate Judge or designee and the banks, the three banks at that time were the Trustees of the fund. And so my life as a person engaged in the community became interesting in terms of working with wonderful people. In that engagement, I continually tried to identify faculty who would be good to relate to whatever the mission may be. One of the persons on our faculty who I admired from the time I was a student, and he was an Assistant to Billy Evans, was Al Garrett. He became Vice President for Research and would be an ideal person to be involved with the Research Foundation of Children's Hospital and with Moores and Ross. It was Ross Lab as it was called. That would be a role that I accepted and responded. One of my code of ethics as well as philosophy, whatever you want to call it, is to apprise anonymity, to be a broker of meetings between people who had common interests or who could work on a common project. And that was Columbus Foundation. That's where we would make the decisions of where the funds that came in would go and then inform those who gave it how it was being well used. And again, this is development of this University.

Q. Is it fair to say, based on what you said a moment ago, that the Columbus Foundation enabled you to do professional networking. Network with other city leaders.

A. That's exactly right.

Q. And that this then spilled over into other organizations.

A. Exactly. Chamber of Commerce for example. When the Chamber would want to bring new people into this community, I would be called upon to represent the

University and to explain, being Secretary of the Board of Trustees carried I guess a status symbol, would help in networking along with being in 1960, when I became Vice President of the University, the title was just Vice President and Secretary of the Board. Vice President and Secretary was my title. Before '65 when I became Vice President for Educational Services.

Q. How did you become involved with Children's Hospital.

A. I became involved with Children's Hospital because, there again, Al Garrett who I had suggested to be involved in the research side of it, he suggested that I be involved because of the academic relationship, we had a strong relationship between the University and Children's Hospital. The Department of Pediatrics provides the faculty, the teaching faculty for Children's Hospital, and Al Garrett, suggested that I become Chair of the Research Foundation after the person at Ross Labs left the position. So from '70 through '75 I think I was Chair of the Research Foundation for Children's Hospital and served on the, that was kind of subsidiary of Children's Hospital, and I served as Treasurer of the Children's Hospital Board when Mr. Jeffrey, and then later Mr. Fisher, Jeffrey from Jeffrey here in the city, and Mr. Fisher was President of Nationwide was Chair of Children's Hospital, knowing them. Again, in terms of how things worked, when I was involved Bill Guthrie and others suggested there be terms of office on the Columbus Foundation, and when Harold Enarson became the President, I suggested that he might name somebody non-employed by the University to be on the Columbus Foundation. And it was good to have a woman, and suggested Nancy Jeffrey to be that person. That's the wife of the Chair of the Board of

Children's Hospital. And another area was Red Cross. In the Red Cross Fred Stecker was involved in the Red Cross and in the Boy Scouts. And Fred Stecker suggested that I be on the Board of Red Cross. One fact of life is that I was one of the young persons in the President's office. Let's see, I was 30-31 years of age when I went into the President's office to be his Administrative Assistant, and became a Vice President of the University in 1960, and born in 1918, you know how old I was. So I was a young man moving among kind of the more senior citizens of the community. And they became mentors in a way and took me under their wing, and even on campus Fred Stecker suggested I be in Red Cross. And Al Garrett suggested I be in Children's Hospital. And my faculty advisor suggested that I be on the Provisional Board for the new Methodist Theological School in Ohio. He was my faculty advisor and was retired and active in the Methodist Church, and suggested to the Bishop that I might be a good person. I guess they were looking for youth and somebody who was related in an appointment significant way to the University. And so I felt a sense of responsibility to do the best I could on behalf of the University as I represented it on behalf of the President, and President Fawcett specifically and those who followed.

Q. So the invitations kept coming?

A. Well I guess so.

Q. Your leadership in the Methodist Church, Methodist Theological Seminary, led to leadership with the Ohio Council of Churches.

A. Really the Ohio Council of Churches came because of my relationship from agriculture and the Ohio Council of Churches had a department called the Town and Country Department. And so I was nominated by the Dean of the College of Agriculture to be on the Town and Country Department, and I became Chair of that department. \_\_\_\_\_ Rogers who I remember well, was the Executive Director. So that gave me involvement with the broader scope of the churches, even before the Methodist Theological School in Ohio was conceived. I don't know about the conception but before it came into existence. And then following Bishop Warner who was the Bishop at the time of the creation and gave leadership to the creation of the theological school, being succeeded by Dwight Loder, and Dwight Loder asked me to become a member of the Board of Trustees of the West Ohio Conference of the Methodist Church. And within one year I was Chair of that Board of Trustees. And then later became the, bishops have what they call a episcopacy committee, that advises them and I became Chair of that. So I've been involved with the Chair of the Board of Trustees of the Conference, some 1,400 churches. And the episcopacy committee for the bishop and then the theological school. And currently I still serve on the strategic planning committee for the current bishop of the Methodist Church, and on the Board of the Methodist Children's Home, as well as continuing I think in my last term on the Methodist Theological School. I've threatened many times but they keep me on, but I think clearly the time has come. As I think you tried to get out of some of these things, as I move into my 86<sup>th</sup> year.

Q. Retirement is barely in your dictionary judging from all these engagements. The Owens Foundation is another one that you were in a leadership role.

A. Well again, long life gives you some attributes that I guess only the Almighty knows about, but I did walk across this campus and knew Jesse Owens. And I happened to be the one in the Office of the President who called the Owens family to tell them that their daughter, Marlene, was named homecoming queen. Novice Fawcett had a way of delegating responsibilities and my involvement with students and knowing about the homecoming procedure. So I called the Owens family to give them that word and worked at arranging for them to have a suite in the Neil House and to come and be here at the time she was crowned the homecoming queen. So that relation began. And of course upon another relationship we've not spoken about before, an engagement, at the time of the 1969-70 concerns in the institution, I invited twelve Afro-American, men of color is more of what I was accustomed to in earlier days, to advise me on how we might best relate to the community. There is in this community a group of black men known as the Merry Makers. They relate to people like Judge Duncan or Bob Dorsey in Cincinnati, those persons, you know a person named Charles McMurray, I think. McMurray is Assistant, after his retirement, from General Telephone, from Ohio Bell, was an African American person working at Ohio Bell. So those people I got to know and so it was natural when they set up the Jesse Owens Foundation for me to be invited to be a member of that, representing the University along with Charles McMurray. And the purpose of that fund was to provide scholarships for students across this country who had the attributes of

being worthy of a college education, that didn't have resources and not because of race, but because they had great potential, and not because they were athletes, but because they represented the philosophy of the Owens family, wanted to have for their foundation, to open the doors of opportunity for those who would not otherwise be able to attend. And along with the Jesse Owens Foundation mission for supporting scholarship was to recognize amateur athletes at the international level. Jesse Owens was kind of an ambassador at large, perhaps you will recall, and so there was developed the International Amateur Athlete of the Year, sponsored by the Jesse Owens Foundation and the Olympic Committee. There was a banquet in New York City that would be held in the same setting as the Heisman Trophy and other athletic awards. Again, my connections with alumni in New York City was a very positive one to help the Jesse Owens Foundation. And then the selection of scholarship people, and the process, and that now has become more a part of The Ohio State University.

Q. You were also in leadership of something unusual called the African American Purchasing Council.

A. It was incorporated as a non-profit corporation with offices in New York City. We were one of the first offices in the World Trade Center, with representation from the Port Authority of New York and from U.S. Agency for International Development, which agency really sanctioned this non-profit corporation to train the purchasing officers of underdeveloped countries, principally Africa, in the purchasing procedures. So we trained them in the process of competitive bidding and transporting goods to those countries. And actually the recommendation for

that kind of an organization came out of our College of Business here, with a grant for the Agency for International Development, to recommend how they might best solve the problem of training business officers of underdeveloped countries. And again, representing Novice Fawcett, and the professor of Logistics, who later became Dean of the College of Business at Miami, it was created and membership developed with the professor of Business from Fordham. And of course a public relations person who had been Vice President of a tobacco company and left because of the announcement of tobacco being the cause of tuberculosis. He left PR for the tobacco company to become a consultant, creating his own firm in public relations, to really campaign against smoking. And he was on our Board.

- Q. This organization was to train purchasing officers at institutions of higher education in Africa?
- A. Not higher education, the government.
- Q. The government of Nigeria, Yaganda. The U.S. aid would make grants of millions of dollars for basically medical equipment, measles vaccine at that time. That was one of the first projects that we picked up. Road building equipment. Educational supplies. And there was an element of the U.S.S.R. at the time of the Cold War. U.S.S.R. was also doing business with those countries. How do you compete with the best of integrity and to avoid going through our general service offices in Washington to create an agency that could take the money, grant it to the government of Nigeria, let's say a million dollars, I'll give you a specific illustration, for measles vaccine. And then go and buy the measles vaccine with

the dollars we granted and use them in that country. And they would go through, if they came through general services to get them. And the politics of the country in which the money went. For example, and this is a matter of record, one of our first projects was measles vaccine because an order of measles vaccine came to \$1,300,000 in the country of Nigeria. And we brought the business officer over and we sat down at the World Trade Center offices with some economic professor from Fordham and of course we had hired to be our Director, and build some specifications for measles vaccine and go to competitive bidding. An order came in for \$398,000 for the same amount earlier that a million plus had been spent for, through competitive bidding. Upjohn got the bid. And what that meant is, you could give three or four times as many people the vaccine. And so many problems, equipment for roads over there and road building, it's different than here. You need a different specs and the tendency was to speak up specs for vehicles that were very good for our roads and our country, that would not be suitable for over there. There would be such places as international company, the big company in Peoria, Illinois, road building equipment. I chaired that Board until it was no longer needed. A system developed and the Cold War was over and they developed the skills, and we decided that that was not needed. USA decided that it was not needed, and so we discontinued it. My experience of discontinuing a non-profit corporation led me to believe the observation that it's much easier to start one than it is to discontinue one, in terms of what to do with the resources that you've built up, and had to go to a non-profit agency.

Q. Roughly when did this ATC disband?

A. In about '86-'87, after I retired. Actually the Executive Director of Afro-American came to my retirement function. I was, again, an uplifting, challenging experience that was outreach engagement globally. That led to probably more than anything else along with working with international students, Peace Corp., to my surprise I received notice that I had been nominated for the, what is it, I forget even the name of it. One of the honors we got. The American, my mind has just gone blank. What do you call people who are elected to the ...

Q. Hall of Fame?

A. No, not Hall of Fame. My gracious! Who's Who. That's it.

Q. Okay. I want to return, locally you were active ...

A. How much were we on the record here on this?

Q. It's not much.

A. Were we on the recording when we stumbled?

Q. Yes, we were. That part we got. Can we return to locally, you were involved with the Columbus Chamber of Commerce. Did that happen through your being a Vice President and Secretary, Assistant to Novice Fawcett?

A. Yes, Vice President and Secretary of the Board of Trustees. My involvement in the Columbus Foundation and the non-profit corporations of the community.

Q. Okay.

A. Invited to become a member and I paid my dues. I became a member of the Columbus Rotary.

Q. Would you comment on your, you continued with the Columbus Chamber of Commerce for quite a few years, when Woody Hayes was fired and Woody gave

- the address. Did that relationship with the Columbus Chamber of Commerce continue after the 70's?
- A. No, it didn't. When I became Vice President for Outreach beyond the Columbus area, I actually met more with the Ohio Chamber of Commerce and the Ohio Manufacturers, as I got support from the regional campuses. So no, I did not continue. That '61-'62, at the time of Woody's speech, was right at the prime of my involvement.
- Q. It would have been sometime in the 80's.
- A. No, it was when Enarson was here.
- Q. The Chamber of Commerce address. That would have been 1979 I believe.
- A. No, no, that was when Woody was fired. That would be '79, that would be Enarson, yes. Yes, from the 1960's on down through really until I ... you pay your dues and not become as active. Are we on the recording here?
- Q. Of course when you became Vice President for Regional Campuses, that meant interacting and involving yourself with a good many community organizations outside of Columbus.
- A. Yes, I would be meeting with the Chamber of Commerce in Mansfield for example, and with Lima, and with Marion and Newark, and with all of the agencies of those communities, like we had here in Columbus, except specific to those areas. And even beyond that, with the Ohio Chamber and Ohio Manufacturers, as its engagement as we are planning to do today.
- Q. You are also involved quite a bit in Rotary. How did that engagement begin?

A. That engagement began when Nov Fawcett, I don't know where it has been recorded, you may recall this perhaps, but you know that Novice Fawcett was President of the Columbus Rotary Club at the time he became President of this University. In fact, the announcement of his Presidency at Ohio State University was made from the platform from the \_\_\_\_\_ of the Columbus Rotary Club. John Bricker and Forrest Keppner, Trustees, member of the Columbus Rotary Club, announced that the President of the Rotary Club would become the President of The Ohio State University. And Forest Keppner was then the Executive Director, the Chief Operating Officer of the Columbus Livestock Producers. He was an aggie and I of course knew him through that route. So I actually was invited to be a guest rotary on that day, not knowing why.

Q. You were invited to be a guest at Rotary you said?

A. Yes. And then Novice Fawcett nominated me to become a member of Rotary. Rotary is a classification. You have the Chief Executive Officer and then you have a second person can be, and Novice Fawcett, an additional active is the title. So I became an additional active and Novice Fawcett, a member of the Rotary, after I moved into the President's office, was active and become a member of the Board of Directors and involved in the district and particular International Ambassador Scholars and Ethics Rotarian, ethics for use, organized conferences for ethics for young people, which led to my becoming my "Rotarian Man of the Year."

Q. This lengthy diverse career in engagements really built on your outlook as a young man in Ag Extension, is that correct?

A. I would say that's a very statement and I have said that my first being a member of the 4-H Club and it taught me how to keep records and grow intellectually and responsibly, and that led to a scholarship to Ohio State University from the Kroger Company, and that led to my appointment as an Extension Agent, and led to my appointment as a Junior Dean, and down the road. So yes, I think it's all very much a part of my life as outreach and engagement. The one secret to all of that is, being able to capture the interests and the tension and skill of volunteers. I hope as I leave this world that I might be maybe known as one who knew how to draw out, through first get enough attention to give time and the talents and the resources to make a difference in institutions of this country through volunteer efforts. Volunteerism is I think one of the most significant elements of this country of ours, as compared to other countries that I've been in.

Q. Today is April 7, 2004. This is Raimund Goerler, and I'm interviewing John Mount for the OSU Oral History Program. John, one of the many things which have the Mount name on them is the Ruth Weimer Mount Scholars Program. Can you talk about the origins, purpose, and status thereof?

A. Yes. I can talk about it a little better today than I could have five or so years ago. But the origin that began very soon after Ruth's tragic death, and really initiated alumni tour in which President Gee and a man named Dick Johnson, Richard Johnson, from Chicago, an accountant. And knew Ruth when he was a student. In fact, he was a student chair of the Rose Bowl trip as President of The Ohio Staters. And Ruth was, as he described, a young Assistant Dean of Women, who also chaired it from the staff side of it. But from those days, he said that he had

observed and admired the work of Ruth. And at the time of her death he wrote a letter saying that there should be something significant developed in her memory that related to leadership. On my trip, he traveled with Gordon Gee, and they talked about it, and as a result of that, a provisional committee of alumni and faculty and students and staff met to talk about what might be done to memorialize the life of Ruth, her legacy. And several meetings were held. At that time, Dick Sisson was the Provost. He was involved along with Mabel Freeman at the celebration of Ruth's life. At the time of her death Mabel Freeman and a person by the name of Gay Moore, Mrs. Dan Moore, then a professor of Educational Administration at Michigan State, they spoke and they were on the committee. And after much discussion, I should say at the same time that John Lynn Institute developed. And a good bit of attention from development went in that direction. With due respect to that program, the fundraising element, in terms of raising a major amount to establish a professorship in the area of leadership, went kind of by the wayside. But a great many people, over 800, contributed to the program to memorialize Ruth. Out of the discussion came the feeling that there should be a program set up for students who had high potential but did not have the highest test scores which would earn them a major scholarship. As I was saying, it finally concluded in a resolution approved by the Board of Trustees called the Ruth Weimer Mount Leadership Initiative Fund Endowment, income to be used in the area of leadership. A Stewardship Council was appointed by the President of the University, to make specific recommendations of how we might establish some initiatives. The

thought of those assembled, the Stewardship Council, was that the Ohio State University should develop a program whereby it could be recognized for leadership in the area of leadership. Things such as a professor who would coordinate leadership as it was taught in the various colleges on campus relating to the essentials of leadership, beginning with ethics. But out of all that discussion, the first initiative was the Ruth Mount Scholars Program. And actually since the top students in terms of their test scores and rank in class, and who received the major scholarships, the Battelle, the Joyce, the Presidential Scholarship, and the full ride scholarships, the emphasis was placed on attractive students that had great potential but did not receive one of those scholarships. That was the beginning of what we now know as societies, so as the Ruth Mount Leadership Scholars Program became the “society.” And the name of the honors program was changed to Honors and Scholars. As really the essential elements there, the basic leadership criteria, with the emphasis on service. And leadership that rose out of service projects. The emphasis is on the first two years of the program. The first class as graduated and many of them with honors, the top seniors in the University, was a Mount scholar, students elected to \_\_\_\_\_ Sphinx for Mount scholars. And so it’s evidence that there are students who come with less than the very top test scores, who do move through the University and become leaders, and really all of them have graduated and have jobs and the second class has graduated. So that’s basically it. Every student has a mentor as they come in, person on the faculty or staff. And the upper class students, juniors and seniors, become like big brothers, and out of that Ruth Weimer Mount

Scholar Program developed several scholars, a dozen scholar programs in the area of communications and speech and the area of business, architecture. Education was the first to come with another. And so that's the program that's developed here at the University. Students are having leadership experiences by trips to Washington, D.C., to leadership conferences across the country.

Q. This seems to dovetail very nicely with another effort in the Gee administration, namely the committee to study the undergraduate student experience. As I recall, one of their recommendations was to having special housing for students with common interests. This seems to dovetail rather nicely. You mentioned the Stewardship Council. Is that something that continues?

A. It does not continue as it did in the beginning, to create initiatives. There is now what they call an Administrative Council. It's basically, it's chaired by the Vice Provost for Undergraduate Development, Martha Garland. And the members of the Stewardship Council now become more of an advisory committee. Dick Johnson is very close. Actually what has developed is that some persons like Dick Johnson, \_\_\_\_\_ Keller have established endowments for a scholarship that goes to a Mount scholar based upon their achievements and accomplishments in the Mount program. It's the only one of the societies that has that kind of a program. That's not only to recognize the achievement but to encourage them to continue on as mentors as they become juniors and seniors.

Q. You also mentioned that the Mount Scholar Program was one dimension of a larger focus on leadership. You had mentioned that leadership teaching, teaching about leadership, is scattered throughout the University.

A. Yes. And like many things, as you commented that it fits in naturally for students to live in the same dorm, and it being a program, the Mount program, they all live in Hollern House. They all take English, the sections, there's about 98, and so the sections of English made up of Mount scholars. The first course in statistics and before they finish their second year, they all take a course in leadership. But actually the residence hall staff recognized the significance of students living together, certain programs. The Agricultural College or Agriculture Administrative Science, as they call it today. They have had students living in the same residence hall but without extensive program of the Ruth Mount Program. But living together does develop a camaraderie of a fraternal or sorority kind of spirit. And so it captures that. But now the focus is on leadership in the case of the Mount program. Others focus on the career more. Pre-med or helping them focus on their career. But the other element of leadership which related to Ruth, there is a national mortar board fellowship recognizing leadership, and a portion of that endowment goes to chapters of Mortar Board across the nation for achieving programs in the area of leadership. So that's another initiative. There is thrust now to attract someone who has significant dollars to add another initiative to the program by coordinating all the leadership programs going on in the campus. In Engineering, Business. One might say development the elements of professionalism. Ethics is a key element of leadership and with the problems of the world today, it's related to that kind of a program.

Q. John, you've had many honors and recognitions in your lengthy distinguished career here at Ohio State, including a building named in your honor. Do you want

to comment on some of the awards, particularly those that were particularly meaningful to you? Do you have a list in your resume?

- A. Rai, I really never had in mind any award in terms of the efforts and the time and whatever talent I have, and resources have not been at the old earning of the awards, but as we receive awards, first in the area that's dear to my heart, and that's the 4-H Club Program. Many of the awards that followed is really growing out of my involvement in programs that begin with young people at an early age, and continuing down through college. And so I was involved in the creation of the 4-H Foundation back in the late 1940's and was on the Board and on the Board later. Being recognized by 4-H, by the Hall of Fame. The various ways of 4-H, meritorious award, both state and national. So I cherish my contributions to the 4-H Program and appreciate so much the recognitions that come. Actually there was one entire program that celebrated its 100<sup>th</sup> anniversary, the celebration program was named for me. And for the Kroger Company that's been a supporter. Celebration of Youth is what it's called and it's an honor that I appreciate. Then in the area of agriculture, several awards have come that goes back based upon my being the county agent and the first two soil conservation districts were developed. And various programs being selected for the Distinguished Service Award for the Ohio Farm Bureau. And again Sigma Delta Award, the National Honor Society in Agriculture. That perhaps culminated in my receiving the Meritorious Service to the College of Food Agriculture Administrative Science, and to the Agricultural Council Hall of Fame that is awarded each year at the Ohio State Fair. In the area of other community service,

I prize the fact that Ruth and I together were recognized for our volunteer efforts in helping to raise funds for young people. Actually the award was a creative heart piece by children, as we received the Volunteer Philanthropic Award by the National Association of Fundraisers. That's very meaningful in that the area of development we recognized those people who give large sums of money, the Gerlach Award. It was created, the Everett Reese Award in the University, but our recognition was, you either give or you go out and help to get it. And so my role, in the broker meetings and help to encourage others to give and establish endowment. And for that reason we received the Philanthropic Volunteer Award of the Year. I received the Gerlach Award for my contribution to the philanthropic program of The Ohio State University. Obviously a Distinguished Service Award from The Ohio State University, the Mershon Award by The Ohio State University Alumni Association. As we talked about relationship with Gordon Gee, much to my surprise, the Gordon Gee Spirit Award, which was presented at the Alumni Association Annual Awards dinner. All of those are very significant in my life. The recognition that came from my 50 years of service to the American Red Cross, having served on the Board of Directors and Chair of several committees. Red Cross is one of the fine community programs. There may be others that you would think of. I haven't discussed any of the awards that come through my work at the church. I have been involved in the church from the time I came back to Columbus, as lay leader of the local church, and being on the provisional committee and Board of Trustees of the Methodist Theological School in Ohio, created 45 years ago, and I've been on the Board continually,

served as Chair of that Board for 16 years, and received the highest award that that institution gives. When it was created, we do not award honorary degrees at the theological school, but they have a Presidential Award that's in lieu of an honorary degree, a very meaningful award. And I've served as Chair of the Board of Trustees, the West Ohio Conference, which is about 1,200 churches. And I've served on the Episcopacy Committee, that is the committee that serves the bishop of the church, and continuing to serve on the bishop's committee. The Board of Pensions for ministers. Those are some of the activities. In my international field, with the Afro-American and the Peace Corp., and International Young Program, finally led to my receiving the, as I think we ended up last time talking about the Who's Who in the World, which was a big surprise. The Hall of Fame of the ROTC, that may have been mentioned earlier as we passed through the activities of my career here at Ohio State, and other element that you can think of, Rai, as they are listed here in the Archives.

Q. As you were receiving the awards, we did not talk about your extensive service with the State Pension Fund and also with the OSU Retirees Association. Can you talk a little bit about the OSU Retirees Association first?

A. You are a long way from there, Rai, but it did begin at the time of my retirement in 1983, leadership of several retirees ahead of me, and one Ransom Whitney was the first Chair and has continued and lives to this day. And he asked if I would chair the Benefits Committee for The Ohio State University retirees. And that I did and served until this past year and I did ask to be relieved of that chairmanship, which put me in direct relationship with the Ohio State Teachers

Retirement Board and with the Public Employees Retirement, those two retirement systems. Being a liaison with those two systems down through the last 20 years. And we working together with chairs, that's a rotating chair of the Ohio State Retirees. You serve kind of a President-elect, then a President, then a Past President. And I've been in those roles but I've worked with all of the presidents and one specially two or three of them in a row there, we established the Ohio Council of Higher Education Retirees. That's bringing together retirees of the state universities in Ohio, and there again, I served on the Chair of the Legislative and the Benefits Advocacy Committee until just a year ago. And one of the awards gained was the Hall of Fame of the Ohio Council on Higher Education Retirees. Another development that I was a part of in the beginning was the creation of the Big Ten Retirees Association, actually Big Eleven. It was somewhat like the Council on Inter-University Cooperation, CIC, where the President and leadership of the Provost, come together. So we'd come together as retirees once a year. We had the eleventh year here at Ohio State. The first one was at Ohio State and we've been around the horn so to speak. And that's been a satisfying area of contribution, and certainly right now it's a very timely one, with the condition of the State Teachers Retirement Health Program.

Q. I have a curiosity question. There had been OSU retirees for many decades but yet the OSU Retirees Association began sometime in 1980. Why did it take so long?

A. No one gave leadership to it is the best I can say. Actually we've had down through the years the American Association of University Professors. Some of

the leadership starting it in 1983 came from officers of that group or key leaders, one of them being the librarian, Lou Branscomb, was one of the beginning members. When I was Chair of the Benefits Committee, I invited Lou Branscomb to be on that committee as one of the first members. I would say it just grew out of the interest of some retirees wanting to serve fellow retirees, and organizing a membership fee of \$8.00 I think it was. It's gone up I think this year, I forget, maybe \$20.00. But to organize programs for retirees and to keep them abreast of the developments in Washington, the development of interest at the congressional level and of the State of Ohio level, is a recent development. We've kind of taken it for granted, especially University staff and faculty. The checks have come. In my time I would recognize this as a part of the historical development. Back when I started to work at Ohio State, there was not an effective retirement program. Under a leadership of a Trustee, Carlton Dargusch, to be specific. They set up a program where, first 2% was taken out of our payroll for support of a retiree's program. And then 4%. And by the time of the 1960's, the state retirement system had grown so that The Ohio State University no longer did that. So it was a developmental process of meeting needs and interests of retirees, for social, educational programs. I remember long term health care is really a recent development. We had sessions on long term health care. We've had educational sessions on income tax preparation annually. We started some six years ago, the Benefits Committee, a sub-committee of it we call the Friendship Committee, developed an annual meeting called "Coping with Change." It's been recent years that the retirement centers have developed, full

service. That is, independent living and assisted living and the health care. And the University has been supportive. Our Human Resources office has been very supportive. In the early days it was the Vice President for Personnel and the leadership has continued. Our part-time secretary is supported by the Human Resources.

Q. John, in thinking about your lengthy career, I'd like to have this part of the interview provide an overview, and one aspect of that overview I think, is the people that you think had most important influence in shaping your career.

A. One really starts with, if my own family had not been supportive from the standpoint of my parents and giving direction and my first 4-H Club volunteer leader, one of the cores of my life is the development of volunteer leadership. It all started with a person by the name of Harry Kennel and a person by the name of Harper, who we actually called Uncle. So I'm grateful for that early leadership in my life. High school teachers. Just recently in an interview someone asked about my life and I said I started in a one room school, and to this day my first grade teacher, who was my teacher through several grades, had the greatest influence probably. And so then we move on into the collegiate role and a Junior Dean by the name of Lyman Jackson was a mentor. My faculty at that time. As I became involved in student activities, Professor Don Kayes and Professor Gay. I worked at this University. Another person is Larry Kunkle where I worked, and then those people in the area of agriculture I'm grateful for. Many faculty in that area. The people at the Dean's level, Dean Cunningham, Dean of the College at that time. And coming on, the person who followed him, Leo Rummell. I've been

grateful to him in terms of the Kroger scholarship. He was President of the Kroger Company. He's the one who invited me to become Junior Dean, and was a significant influence in my life. And then looking across the campus, as I served on the Junior Administrative Council, persons like Bill Guthrie, the late Bill Guthrie. And of course one of the persons who I respected greatly was Harlan Hatcher, the first teacher of English and the Ohio literature that he wrote, and then he became a Vice President at Ohio State and went to Michigan, and I followed him right down to his 96<sup>th</sup> year, to have a talk with him and helped to bring him back to the campus to celebrate his 70<sup>th</sup> year here. So it's a person like him. In higher education, I respected in the land grant colleges, a man by the name of Friday in North Carolina, and looked to him. The President of the University of California, who was there for many years. Michigan State University, John Hanna, were people with my involvement in the national scene in working with them. In our own College of Education here, the Tylers and the Professor the College of Education, was very effective in using the illustrated method of teaching, Edgar Dale. In my administrative role in the College of Agriculture, I had Edgar Dale come over and lecture to us in agriculture about the teaching methods. And then, as we come on down to later years, the people on my staff, the late Ted Robinson, who came to us from Iowa State to be Director of Admissions when Admissions reported through my office, and then followed me as Director of Vice President for Student Affairs, but decided he would rather be Assistant Vice President and work with the regional campuses. It's a never ending thing in terms of faculty who served on key roles. One of the

achievements that I feel good about is the revision of the rules of the faculty. There was a little handbook about a quarter of an inch thick and maybe four by five, and now it's a big thick. When we removed the rules for the faculty in the early 60's, and they've been revised continually, especially in '69-'70 when the change from the Faculty Council into the Senate. But I was involved in a major revision back in the 1960's. A man named Nordstrom in the College of Law helped me to do that. I would be remiss if I didn't express appreciation for people like Jim Pollard, the first historian. As we worked together, he first as Director of Journalism, as I had an interest in that field. And Bob McCormick as we gave leadership to continuing education, bringing in Bob McCormick. I first recommended him to be a County Agent and then brought him in to the state office, and he gave leadership to continuing education. And to come back again, in terms of family, I had been blessed with having wives. My first wife was a very significant person in my life who died of cancer at the young age of 43. And then later, Ruth Weimer Mount, in 1969 left the role of being the first Dean of Students at The Ohio State University, first woman Dean of Students in any major university. And was a great supporter for those two wives of nearly 25 years a piece. Without them, I don't know what I would have been, they were a very great support. So my life has been one that's been very much influenced by all who touched it and am grateful for them. In terms of achievements that I feel good about, yes, the first two soil conservation districts in the State of Ohio. I believe we need to conserve our soil and the development I've seen to come after that. As I say, the 4-H program, as I moved into that, was invited to come into the

State Office when I came back from the service and helped to create 4-H Foundation and was one of the point persons there. And the International Farm Youth Exchange, both seeing how they have grown to where they are today. Of course speaking internationally, the Peace Corp., as I've spoken of that. But The Ohio State University has been recognized for its Peace Corp. program, and with the very first Peace Corp. trainees here at Ohio State. Being the chief of the party that developed the program with Brazil, just this week we have students and faculty here from Brazil. That all started back in the early 60's. In fact, I was in Brazil at the time of Kennedy's assassination with a team of faculty people that we developed that relationship with Brazil, and contract with the Agency for International Development. Seeing the development of radio and television, from the time I kind of really spun the records as a student here, to seeing it grow out on North Starr and then to become a part of the Fawcett Center for Tomorrow. And seeing the development of airborne television and radio and television and knowing what's coming in the years ahead with the new Director of Radio and Television. It's exciting to look through the past but to look to the future. And then I must say the greatest disappointment in my life, I would list two: one, a more understandable concern for disappointment is the time, in the 1969-70's, when the protests across higher education, the Vietnam War and the Civil Rights development. On this campus I was the Vice President for Student Affairs and Student Services I guess it's now called. And try as hard as we could, we were not able to convince the protesters that there was a better way than violence. In retrospect, and I don't want to be critical, but in my own personal life I did not

influence my colleagues to follow what I believed to be a better track, and that is to spend more time working at trying to negotiate, as hard as it was, with the polarized mind of those protesters. I think we could have been less aggressive in calling in outside police forces. In my own view, some mistakes were made that I share in and feel that I was not as effective as I might have been in that role. And it was really with pleasure that I was invited to be Vice President for Regional Campuses, in where I could start kind of anew working again involving volunteers. I think if we had called upon faculty and persuaded them to volunteer at an earlier time in resolution of some of the protests. Again, the Speaker's Rule which I did not have a part of creating and neither did Novice Fawcett, we had to administer it because it was part of the rules, part of the society demands, if we could have enlisted volunteer faculty to join with us, we might have been more effective. I'm a great believer, one of my cores of work is to involve volunteers. And I'm disappointed to see that faculty are not advising student organizations today. Publish per perish has directed our attention away from actual involvement with students as advisors. I think, again, that's a disappointment to me. The answer has been to employ more people in student personnel. Let Mary or Jim or John be employed to do that and we'll be freed to do our research and publish. I think there's some movement back that way even as hard as it seems to be. The other area of disappointment is one of the principal administrators of this University, and I certainly would not want to accept personal responsibility. But we have not been able to convince the members of the General Assembly of Ohio and, yes, the public who elect them, to be more supportive of higher education. I

think all of us in administrative roles need to look carefully what might we have done. There's thrusts where we have had achievements, back when there was a movement to roll back the taxes, which would have been devastating I think for higher education. We were successful. I was involved in that as we talked earlier. But we had not been successful in having the support for education generally, and higher education specifically. I say to myself, "What might I have done to be more effective?"

Q. It's also been said, I believe, President Kirwan responded saying that the State of Ohio did not invest in the information age, and Ohio as a state ranks below, like 48, in terms of the number of our citizens that have college degrees.

A. I'm sure as he came here hoping, and all of us looking for his leadership to make a change, worked as hard as he did, but my own view, critical analysis is, we have not convinced governing board members of the state institution to personally stand up for higher education in specific ways. Yes, in their contributions to the members, the elected members of the General Assembly. We are a conservative state and recognize that the Republican party controls both houses now. And of course the Governor appoints the Trustees. There's accountability there that somebody needs to accept. It is a disappointment. Hope was that the Board of Regents, as it was created, might coordinate the efforts of all the institutions. Obviously it hasn't worked to the level we aspired it to be. And that's been true to the K-12 as well as higher education. As you asked the question and I think about what others have said, those who spoke about my achievements at the time the building was named for me, and I feel gratitude and an element of satisfaction

in creating what's known at the time as one of the most respected orientation programs for new students, involving parents in orientation. I spoke to all new students in this University from the 60's down through '83. And as moved into the Dean of University College, according to what both state-wide and nationally recognized for leadership in orientation. And that continues and has been improved upon as the years go on. The thing I did was involve more faculty there than I think is currently involved. It's done very much by full-time administrative people, advisors. But I think again, our continuing education program, I feel pride that one time the library reported through my office and the library of today, I think we have a good library system here. I've been a person who has been supportive and continues to support our library program.

- Q. John, you've had many roles and been a leader for many at OSU and almost countless organizations. Your focus, based on what you've said, has been on leadership and the development of leadership. What attributes, particularly core values, do you find important in being successful as a leader?
- A. First and foremost is the element of ethics. When one makes a commitment, they keep that commitment, ethics and honesty, have been involved in the counsel of ethics and economics. And of course working with the presidents of this University, integrity has been a very high code that I've had personally and have had the support of Presidents in the area of admissions. I can truly say that I never have brought personal influence upon the admission of students, whether it be law or medicine, and of course today as we move into competitive, calls come expecting persons in administrative roles to bring pressure. But I've opened the

doors for many to walk through on their own credentials. If they've earned it and because they've earned it in higher education. The reporting of our achievements, there's a tendency, and I see it today, to try to be ranked in higher education. There's a current publication out that I think more people in higher education should read. When we begin to worship where we rank in comparison to other universities, rather than be focused on our mission and evaluate our achievements by the mission of the institution we serve, then I think we're straying from my code. I'd like to see us set forth careful missions, explain them to the public, administer them in accordance with those missions, change as appropriate. But I believe that there is a tendency to stray a bit in terms of the example we set for the younger generation. One of my codes is to start with young people early. I think it's difficult to teach leadership or ethics; it's done by example. I'm a great believer in teaching by demonstration. That's first and then it's personalized, an institution in the Secretary of the Board of Trustees. Yes, they receive their notice of appointment from the Board of Trustees. But I personally wrote letters to every member of the Board of Trustees. I personally wrote letters when promotions came. I personally signed letters to students who achieved, made the Dean's List. And any question by spending so much time doing that. I did that in the late hours of the evening many times in my life, again with family understanding that and supporting it. But a large university, to personalize it. And that's been true with every institution where I've been on the Board, be it Children's Hospital, be the Research Foundation, the Red Cross, and church organizations, in professional organizations. Engagement of people, so that they

feel ownership in policies that I've been a part of. Working at that following I believe there is protocol and a bit of social science that comes in to play, and volunteerism, principals of volunteerism. And those are some of the codes that I have. I believe sincerely that the time of '69 and '70's when hate polarized in the minds of young people and people not so young, hate is one of the most critical sins we have. I avoid carrying vindictive feelings about anybody and hopefully I live a life where we can agree to disagree with a feeling of respect for the individual. I've had many faculty come to my desk and office with concerns, and hopefully they left with a feeling that I respected them individually. I think perhaps any recognition that I received has grown out of that. I hope to be the same person today as I was yesterday. In summary, Rai, I'm indebted to this institution and an institution is people. The institution are the people who at all levels, and I'm very grateful, that's the reason I continue on. I have just recently been responding to why am I volunteering and have volunteered to stay on at the University at the requests of Presidents and other administrators to be available. And the truth is, I've had two automobile accidents in my life. One, I was alone in the car and a single accident. I was critically injured at the time. Many people didn't expect me to live, and so I am here today and I'm grateful for the opportunity to come through that. And of course, the accident when I lost my great partner in life. The only way I can be worthy of continuing to live is to be of service to mankind, and the University has provided that avenue as have some other institutions in this community and state. So I'm the indebted person and I'm grateful for it.

Q. Well thank you, John, and we're grateful for you, for your time and thoughts and contributions to the OSU Oral History Program.