

Interview with Eaton V. W. Read, 13 February 1986

Allen: This is Thursday, 13 February 1986, and I am Talking with Dr. Eaton Van Wort Read. Alright Eaton, when did you come to the University and what was your position?

Easton: I came to the University as professor and chairman of Marketing in the fall of 1948, after I had taught at the De Paul University and part time at the University of Chicago School of Business before World War II and was quote called to Washington and given a post in the War Production Board in which I served, went into the Navy as what I call the Pullman sailor until '46. and then I was released to inactive duty as they put it in those days, and set up a little consulting practice, started a consulting practice, and my best client was Sage Allen up in Hartford. I remember very well, going up there and I had the program called the custommer counseling programs, CCP for short, they were beginning to use initials as far back as that. Then my wife and I decided that I'd better get back into teaching which I liked very much and one of the opportunities was here at the little place up in Bridgeport. Decided we would take a chance on it, after all, in '48, what was it, one year old as a university? So that we came up then and rented a place, didn't buy a house at first for a year or two, and we really never regretted it, coming up to Bridgeport, we enjoyed our experience very much.

Allen: And then you became dean in which year?

Eaton: I became Dean the following year. in 1949 when the first dean, T. Boone Tillett, resigned, and Jim Halsey, I can still remember, what was it I drove him to some meeting or something at his request, at that time he said that Tillett had been trying to resign, or threatened to resign a number of times, and he thought probably it was time to take him up. Would I accept the deanship? ✓

I said that I would be glad to give it a try. So in the fall of '49, I became the Dean of Business Administration.

Allen: And then you remained Dean until?

Eaton: 19 hundreed and sixty six, as I put it, over a sixth of a century. But, I always had a month's vacation, the administrators did, but I never in those 17 years took a whole month at one time. I always took my time, but I would have to split it up because of recruiting faculty members for the following year, and we decided that we wanted to travel, I had gone on a sabbatical after a number of years, in '65 that's 17 years or so, there, before I took my first sabbatical. Went around the world, enjoyed it so much, decided we ought to see something of the world before it would be too much of a problem to travel.

So I remember speaking to Henry Littlefield about it. He said, "Eaton, you won't make as much money." I said, "I realize that Henry, right now I am interested in time rather than money." He said, "Alright, if you find your successor,". Nowadays of course, they have big committees, representatives of this that and the other, to select successors, but I was fortunate enough to get, he was recommended to me, Frederick A. Ekeblad, who turned out to be my successor. And that meant that I could get away. And I retired as dean, he took over the first of August 1966, and a few days later, we, of course we had previous arrangements, for aboard the Santa Magdalena of Grace Line, on, what I called the Dedeconation celebration. I coined that word. You may remember I coined more words since I left UB than while I was there, Our daughter referred to it as my abdication. I didn't see it quite that way. Anyway, we celebrated by a cruise from New York to Kayou (?), a port of Peru, visiting the famous port of Lima, in Peru, visiting famous (?), going up to Ecuador, and one little bit, I can't remember how many times I've crossed the Equator. Now why? Because when we took a trip inland from Qyuaquil, as we were coming back to New York, aboard this cargo passenger liner with about 100 passengers and a lot of freight, we took a trip inland and at, I think it was Quito, Ecuador, there is, across the street was a line of metal tape. That was the equator. So purposely, I chatted with my wife and other people and just walked back and forth across that tape carefully, stepping over it so as not disturb it. So I can't remember how many times - , now I can remember, with a little strain, the number of times I have crossed on ship or a couple of times by air. But anyways, we enjoyed the dedeconation trip, and I enjoyed thoroughly my remaining, what to 71-72, the fall of 72 was one of those extra semesters that were occasionally given to somebody that had really retired.

Allen: You were teaching at that time?

Easton: I was teaching, full time, regular 12 hours was the load right then. As I looked over my notes here, my annual reports, I forced myself to read through them, skipping a good part, but I see the continual repetition of my recommendation that the teaching load be reduced. Not thinking of myself, this was back when I was dean, I was thinking of my colleagues on the faculty, and I have carried forward, if it wasn't done, I would simply repeat it, without accusation, that such and such has been done since last year's recommendation, remaining however are the following: one, two, three, four, five, six, or whatever it was.

Allen: Do you know what the teaching load was when I first came?

Eaton: It was 18 hours. Yeah. It was 15, I think, during my term -

Allen: It came in 1950, I think it was.

Eaton: It was reduced a little bit after I had shown up.

Allen: That was necessitated by the New England Association -

Eaton: Right. Outside pressure. Just six deans inside.

Allen: And then it subsequently went down to 12, with the average now about 11. Maybe it is a little below that.

Eaton: Very good.

Allen: Now, let's go back towards the beginning a little bit. You came as Professor of Marketing under Deanship of Tillett. Tell us a little bit about Tillett. I remember him, but there are blanks.

Eaton: Well. I take it he probably was, because he was considerably older than I, and I am an old man. He was a southern gentleman, and as Chairman, I had no run ins with him as I remember it. We, of course he was a lame duck, pretty soon, thereafter by the fall of '49, was when I took that trip, as I mentioned, with Jim Halsey.

Allen: I have heard that he was spending, a part of his contract was that he had to have some time for consulting, and that he was spending quite a bit of his time with his brother, starting a school up in Massachusetts. Were you aware of that?

Eaton: That's some thing I don't remember, I will put it that way.

Allen: I have also heard that you were brought in to become the dean within the year.

Eaton: It may have been that - I was not promised anything or even asked anything about it. It might be that the senior officers had something like that in mind, because Tillett had been quote threatening to retire, and they wanted to have somebody in, presumably, to take that position and accept his resignation. ✓

Allen: He subsequently went down to Greenwich, I think, and tried to start a school there - Stamford College.

Eaton: Oh, yes.

Allen: And had a little run in with the state over the using the name college.

Eaton: I vaguely remember now.

Allen: Alright. You became Dean, then, in 1949.

Eaton: Effective in the fall semester.

Allen: OK, what was the College of Business, CBA, what was it like in 1949?

Eaton: Well in '49, of course, we were on the up grade, with the veterans. And it was quite a job to get sufficient lecturers, we had a pretty high proportion, I don't remember the proportion of part time instruction, and that was one of my objectives as approved by top management, to reduce that proportion, so that, - ✓

Allen: Didn't Henry look upon the part timers as the endowment?

Eaton: This is possible, I never heard that term used. But in a sense that would be it, of course.

Allen: About how many faculty did you have at that time?

Eaton: May I look? Now, if you want, I've got this 48-49, we will take 49-50. We graduated 189 students with bachelor of science on May 31, 1950; and additional 39 students completed requirements at the end of the summer session. That was the student body size. I'm trying to get the, where the devil is the faculty here? Faculty - Shall I quote? "It is believed that the faculty of the College of Business Administration now represents the highest average level of qualification and teaching accomplishment since the establishment of the college in 1947 (that was all of three years before), on the other hand, recognize that more men with the doctorate must be added to the faculty" These details, I am looking for the. Oh, here we are: regular faculty, I found the figures here. fall of 1950, 19 teaching 91 sections and 16 lecturers teaching 26 sections. That was the size of the faculty at that time. ✓

Allen: And what programs were being offered at that time?

Eaton: Well, I will go back here to the graduates: Accounting, 54; Economics, 27; General Business, 4; Journalism, 4; Management, 77; and Marketing, 62. So the major departments, obviously were Accounting, Management and Marketing and Economics, making up the most of the enrollees.

Allen: And what were the major problems that you faced when you first came here?

Eaton: Well, qualifications of the faculty, and realizing that we had to have more men with terminal degrees, there were very few of us with terminal degrees at that time. Now the, perhaps if you want to listen to it, the objectives of last year held over as unfinished business, would that be worth the time? Fur- ✓

ther improvement of instruction; better counseling of business students; development of the MBA program (we were starting to think about that); larger acquaintance among business leaders that would be referring to my senior associates and me); and visits to other schools of business. Now those are hold overs with adjustments to quasi war status, for 50-51.

Allen: The Korean War.

Eaton: Yes. Working toward recognitionn by the New England Association; and the Association of Collegiate Schools of Business; more faculty involved in local activities; additional special courses to meet community needs; and more lectures by businessmen at the University. Those were some of the things that I -

Allen: Amazing how many of those things carry over to the present day in one form or another.

Eaton: Yeak, Right.

Allen: There were as necessary then as they are now. Let's go to the question of accreditation. First the New England Association. When were we accredited by the New England Association in business?

Eaton: Hmm. I am not sure from this. I would have to dig through here.

Allen: I can find the dates. Do you recall what problems had to be overcome before accreditation by the New England Associatin?

Eaton: Well, it was the high proportion, as I remember now, this is the high proportion of courses taught by part timers, and the need for more terminal degrees, as there were resignations and the addition of faculty members with terminal degrees. The distraction of none academic work of faculty members from their effectiveness as teachers was beginning to get, this is 52-53 that I am looking at now, we are looking at the down trend years, aren't we, when things tightened up, and year after year I was asking for more, not really secretarial, well yes, what do you call it? Clerical help, for my colleagues, not just for the old dean, he wasn't so old then. Not for the dean but for the teachers, the professors, so they would not be spending their time -

Oh, yes, here's one, the required courses taught only in the evening, because we couldn't afford to ofer two sections, as I remember now, pleading, or putting it on the list of considerations. Desirada, shall I say. Time after time.

Allen: When did we get AACSB accreditation?

Eaton: I think that was after Ekeblad came, after '66, that we had some sort of preliminary, I am quite sure that that came after I retired as dean.

Allen: We got accreditation for the graduate programs a couple of years ago. Maybe five years now.

Eaton: By the actual Association? It was approved by the State, we could give the degrees and not cheat anybody.

Allen: There are many, many schools who do not have the AACSB accreditation, because it is a very elite body that belong to that. As a matter of fact, we are the only private school between New York and Boston who has it. For both the graduate and undergraduate.

Eaton: I remember seeing that and being very much pleased by it. Delighted.

Allen: Alright, as you went along, and you were a dean for a considerable period of time, what other problems did you confront in the College of Business?

Eaton: One of the things of which I was, I hesitate to use the word, oh, yes, I was pleased by our increase in the proportion in liberal arts required for graduation. When I came in, the figures are here some place, when I came in there were only about 30-35% of Liberal Arts studies. And it went to over 50 during my administration. And one little indication, I used to, I smile at myself as I look back here, each year I would end my report with a Latin quotation, maybe a quotation or maybe something that I made up in Latin, because I felt that schools of business should be a little more respectable, have a little touch of classics, so that was something that I worked on and was backed up by Henry and Jim, as far as that is concerned, but I had to move fairly slowly on it, so that it took some time before we passed the objective. ✓

Allen: In those days we had a good liberal arts core. I remember I taught one of the required courses, History 101-102, and interestingly enough, this course was taught as a General Education requirement, not for history majors, I did at one point, over several years, a little study and found that at least 30% of our majors in the senior year had come to the university not intending to major in history but as converted in History 101.

Eaton: Hey, pretty good, eh? The old prositlyzer.

Allen: A large percentage of them came out of my sections. This was something which was lost sight of in the 60s. We may get to that at a later time. Alright let's talk about some

personalities. Did you meet and know Cortright?

Eaton: No. I may have met him at some function, I may have been introduced.

Allen: He was president, of course, when I came, I beg your pardon, he was President Emeritus when I came, so I didn't get to see much of him at that time, he was not well. and was quite elderly. Alright, Jim Halsey was the president at this time. What was he like?

Easton: I liked him very much. He was a very good friend of mine.

Allen: What type of person was he?

Eaton: That's hard to say. I think he was an idealist, and he was willing to work, I think he was willing to listen. And I'm smiling while this thing is going on here, I remember he was generous, after University functions, we would go back to their house and have a drink. I used to have to tell him, now Henry, Not Henry, it was Jim, better let me mix this drink, because I knew I wanted a 1 1/2 ounce and two of them, and Jim would tend to pour them in, bless his heart. Being hospitable.

Allen: And this was the time when Chaffee was Chairman of the Board and you could not have any alcoholic beverages at any function.

Eaton: I remember, while we are on that for a moment, when they finally got two punch bowls, remember one A and Non A? I still remember whoever was serving, there was usually the same people serving, and they said, Dean Read this is the one you want.

Allen: And to a certain degree that went on for a period of time afterwards.

Eaton: Yes, quite a while.

Allen: Alright, You say Jim was an idealist. What do you mean by that?

Eaton: Well, I mean that he wanted to get certain things accomplished, he had set his goals, and sometimes he set them high, and I would not criticise him for that.

Allen: What type of goals were they?

Eaton: Well for the institution, I am thinking, the kind of faculty and the kind of student body that he saw as being possible and being practical, as objectives. I have a very warm recollection, as you tell, of James Herren Halsey.

Allen: Yes, do you remember the opening speech of the faculty meetings each year?

Eaton: I'm sorry, I don't at the moment.

Allen: This adds to the idealism. We got to the point where we could almost repeat the speech, word for word, excepting for the new developments, but it always had the element of idealism and improving, we've got the best faculty that we have ever had, we've got the best students that we have ever had, and it is ever onward and upward. It does fit in with what you were saying.

Eaton: I think that it does.

Allen: Jim, of course, was very much interested in internationalism and international students, which I became very much involved with later. Did any of these students start coming to the CBA while you were dean?

Eaton: I would say a few, not very many.

Allen: Yes, at this time I think theyb were mostly in engineering. And very heavily Iranian. Particulry the work of Ghaznavi.

Eaton: Who?

Allen: Ghaznavi, who was Iranian. And to certain degree Hassan Zandy. They brought their relatives. Alright, Henry Littlefield?

Eaton: Henry Littlefield. Different sort of person in some ways which was good, I think, we had, of course, some, I don't want to call it conflict, rivalry at the top as you remember, But I think that was sort of productive, rather than having Henry or Jim being the Yes man to the other.

Allen: What was this rivalry composed of?

Eaton: Well, that's a good question, I don't know that I can answer, I'd hesitate to say that it was a power struggle, that's too dramatic, I think, but there may have been elements of same.

Allen: You knew that they both reported equally to the Board.

Eaton: I know, of course that was stressed. They were co-equal.

Allen: And they both had the same salary.

Eaton: I guess I heard that too.

Allen: Why was this, do you know?

Eaton: I suppose the board didn't want to make a decision of one over the other.

Allen: I have another theory.

Eaton: What's your theory?

Allen: Did you hear that Jim had resigned under Cortright?

Eaton: NO, I don't think I ever heard that.

Allen: He had resigned to take over a small prep school in the northern part of Connecticut. And it was at that time that Cortright went out to get Littlefield. And had committed to Littlefield when Jim found that,

Eaton: Life wasn't so -

Allen: Someone -

Eaton: Had mislead him.

Allen: Well he had been mislead, but he had not asked the right questions. And someone -

Eaton: His idealism?

Allen: Yes, someone suggested that he look at the finances of the school, and he found that it was on the verge of bankruptcy, so he gave that up, and as a matter of fact, even before he got home, he called Cortright and asked to come back.

Eaton: That must have been a surprise.

Allen: And Cortright, being the type of person that he was, took him, but he had bound himself to Littlefield. And the Board was a little upset about this too, evidently. There is a very abject letter to the Board by Jim, and there was considerable amount of debate on the Board about bringing two of them on. So they gave them equal salaries as Assistants to the President. And then when Jim became President, there was the arrangement that they both reported equally to the Board, with specific areas of responsibility.

Eaton: Jim was smore on the public relations side and Henry on internal mangement.

Allen: Yes, roughly.

Eaton: That is the way I remember it. In that way I remember I

reported more, probably, to Henry than Jim as time went on.

Allen: Well, didn't this depend what you were after? Or trying to get?

Eaton: I suppose it did when you think of it. That you would go to someone with parallel interests.

Allen: Didn't we all learn that if you wanted one thing you went to Henry, if you wanted something else, you went to Jim.

Eaton: I guess we did.

Allen: Did you get every thing you wanted from Henry?

Eaton: Oh, as I say, and looking back over and rereading these things, the past couple of days, and I could see where Henry couldn't say, well fine, here 's so many hundreds of thousands of dollars, go ahead. Henry had to hold the rein, and as I read my notes again, I wasn't trying to pile up weight, I just wanted it on the record that the old dean had made these requests on behalf largely of his faculty, because I considered myself representative of the business faculty to top administration.

Allen: Alright, what do you recall about the situation whereby Jim became Chancellor and Henry the President?

Eaton: I can't say that I really, I had no inside information, as far as that is concerned, as far as I remember it was announced, One of them may have mentioned it ahead of time after it had been approved. I do not remember that.

Allen: The, incidently the New England Association helped to precipitate this.

Eaton: How's that?

Allen: They were very critical of the co-equal, dual roles. But there were undoubtedly other matters and factors. Alright, Henry was still president when you retired?

Eaton: Definatly. You remember I said I had gone to him.

Allen: Alright, I wont ask you any questions about subsequent presidents.

Eaton: No, I was quite happy as a Dean and getting away and celebrated the, in 67 - went to Europe, 68 went down under, 69 went to South Americaca and '70 went back to Europe and the Mediterranean and so on. In the summers, as well as being able to get away at Christmas time.

Allen: As a matter of fact, speaking of tyour traveling, I heard that you did this rather inexpensively, by being the Chaplain aboard ship.

Eaton: Right. Two ways. One as Chaplain, after I was ordained as a Deacon, not a priest but a deacon, in the Episcopal Church. I, by the way, am, get this now, don't write it down but, the senior deacon of the senior diocese of the Anglican Communion outside the British Isles.

Allen: Well.

Eaton: Cause Connecticut was the first diocese, you remember that. And I was the first one put through who did not intend, and had no wish to go out and, wasn't a back door to the priesthood. And, so, fortunately, more or less by chance, I learned that they used Chaplains and that they wanted a person of my characteristics and abilities, that plus, after I retired, after I retired in the fall of '72, Barnum Travel Bureau, headquarters now in, and for years in Fairfield, Ct., suggested that, Bud Dober, the Proprietor, suggested that I make an informal arrangement with them, spend as much or as little time as I wanted to, and they would, I could bring in customers, clients, and in that way I made several trips at great reduction, nine weeks aboard the Royal Viking Sky, one of the top cruise liners, and saved in the five figures.

Allen: Oh yes, it is a wonderful way to travel.

Eaton: Yeah. I was one quarter of minimum, wait a minute, oh yes, I was one quarter and so was my wife. So it meant it was not expensive, so some of the trips were as travel and some were as dean. And then I bought some retail. Not very many though. Mississippi Queen was retail and two or three others, but we were very fortunate.

Allen: A goodly part of the upper administration of the University at this time rested with the Deans Council.

Eaton: I think so.

Allen: Tell us about the Deans Council. What was it like, what did it do, what were the discussion like? The Minutes of the Deans Council are very cryptic.

Eaton: I remember those sessions, a general feeling of good feeling, of pleasure, that we could talk. I remember Ropp and I didnt' always see eye to eye by any means. But we respected each other.

Allen: What did you disagree on?

Eaton: Well he tended to be more of a scientist, definitely, I am no scientist. Some times I think that he, that I took a more liberal stance than Clarence, I still remember our, not chronically, not always an opposing pair, by any means, but, and I enjoyed Will Brerergren, I remember, as a colleague. Old Dean Trippensee, Art Trippensee, Martha Jayne in Nursing. Who else? I think I have tapped off the major colleges there. But when it came to new courses and changes in programs, those had to go to the Council. If I wanted to, and my colleagues agreed with me, to increase the amount of Liberal Arts and reduce, just as an example, the amount of specialization and the length of the major, actually, I noticed here that we reduced. I would have to take that to the Council of Deans, quite naturally.

Allen: What would be the position, for example, of other deans in regards to increasing the Liberal Arts Content of the Business Course?

Eaton: I think they were pro. including Engineering as far as that was concerned.

Allen: I was under the impression that up to a certain point, Engineering was willing to allow that, but after that they began to balk.

Eaton: Yes, with so much technical material and presumably, to conquer, to deal with, they felt that they could not go below a certain proportion, or increase the Liberal Arts proportion.

Allen: Alright, let's talk a bit about some of the personalities on the Deans Council at this time. Do you have anything more on Doc Ropp?

Eaton: No, I don't remember any role or conflicts. I was part of a number of agreements.

Allen: And he was succeeded by Lee Miles. How was he as a Dean?

Eaton: Fine. As I remember it. I thought he was good as a dean.

Allen: What contributions did he make to the Deans Council?

Eaton: Oh, my goodness. We had a lot of men sitting around and one woman, sitting around, and talking, it is hard to say, I don't think of any specific -

Allen: Do you remember one of his successors, Mike Karnis?

Eaton: You are out of my time element, I think.

Allen: That would be about '67.

Eaton: '67 Karnis? How long was he dean?

Allen: Couple of years.

Eaton: I'm sorry.

Allen: An then Karl Laren was acting Dean for a period of time.

Eaton: Yeah, I have a rather pleasant recollection, just vague recollection at this point, however.

Allen: Don Fletcher? The fellow who came from California for one year.

Eaton: No.

Allen: OK. Alright, Trippensee was the dean of Education when you arrived or was that still Wochner?

Eaton: Oh, I remember Ray Wochner. And we have kept in touch. And once in a while. You see I went out to Arizona as visiting Professor at the academic year of '62-'63. Henry was good enough to let me have the year off if I would find a way to handle it so that my duumvirate person, as I called him, took over, Petitjean and DiLeo.

Allen: We will come to them.

Eaton: OK so where are we, Wochner? I have definate -

Allen: Where is he now?

Eaton: He is in Arizona, I forget, I would have to look it up.

Allen: If you think of that sometime, I would like to get his address. Alright, Trippensee?

Eaton: Kind of a large man, sort of bluff in some ways, not meaning to bluff, but forthright and willing to fight for his people, for his ideas. I did not always agree with him, but that didn't make any difference. I have a plus in my recollections.

Allen: Harold See?

Eaton: Likewise. I think. I don't remember having any great difference of opinion with Harold See.

Allen: Lovell. Tall. Came about '66.

Eaton: How long was he there? In Education? I'm sorry. Wait a minute, in '66 I had been dedecanated at my own request. That is

why I meet with him.

Allen: Martha Jayne.

Eaton: Oh plus.

Allen: I talked with her in November. I went down to Carolina and talked with her.

Eaton: How is she?

Allen: She 's feeling much better now. She has hasd some medical problems and is living in a place similar to this. It is run by the Methodist church. In Asheville. Very, very nice and very pleasant. We had a very good session.

Eaton: As I say I have an affirmative, positive recollection of her.

Allen: The subsequesnt dean would be -

Eaton: Out of my time.

Allen: Will Berggren in Engineering? Bodner was Director of the Division of Engineering.

Eaton: Yeah, I remember Bodner.

Allen: I don't remember much about him, I don't remember him.

Eaton: A rather technical sort of chap, as I remember him. An engineer, I don't know that I could come forth with any particular characteristics. On Berggren, though, my recollections are definatley positive in the sense of his attitude toward the university and his willingness to talk and trade ideas at the Council meetings. We have kept in touch.

Allen: I taped him yesterday.

Eaton: Did you?

Allen: Of course the other engineering deans were after your time. In admissions you had Don Kern.

Eaton: Oh yes, Don Kern and I are still in touch. Don Kern and, oh my goodness, Bigsbee.

Allen: Just a year ago I was down in Fort Meyers and met with Bigsbee. Mae is quite ill.

Eaton: He wrote a me a hand letter after I'd written him. We have traded letters back and forth several months apart. Ap-

parently Alzheimer's.

Allen: It had not hit her when I saw her in February.

Eaton: He did say there is an upbeat note in this, although she is living in what they call the Pavilion, that is so arranged that He goes over at noon, or something, and I think they have dinner together in the Pavillion. He was explaining, so she apparently is functioning to some extent.

Allen: I owe him a letter. Al Wolff?

Eaton: Plus, plus. As a matter of fact, I am one with an ear for verbal mannerisms -

Allen: Speaking of verbal mannerism, that reminds me of Harry Becker. Did you know him?

Eaton: Oh, yes, I remember Harry Becker when he was Dean of Administration at the University of Bridgeport.

Allen: What did he do as dean of Administration?

Eaton: I would would say that he acted as Chairman of the Deans Council part of the time, and sort of a representative of top management, excuse me, top administration.

Allen: Coming back to the Deans Council for a minute, did you ever take any votes?

Eaton: Oh yes,

Allen: What did you vote on? What type of things?

Eaton: Oh probably we, when we said we took a vote, that was the only, that we would mean that we would agree. I would like to get this new course approved, how about it? I don't remember any exciting, head on, exciting, dramatic episodes.

Allen: How, I shouldn't say how effective, or how binding, were the consensus of the Deans Council upon Henry?

Eaton: I would say that Henry listened to the Council I don't think that he considered them binding, or, but I do say that I do think he was willing to listen.

Allen: But he made the final decision? OK, let's come back to, this is getting so close. I am going to advance it to the end.

End of side 1. Start of side 2.

Allen: Petitjean and DiLeo, your duumvirate,

Eaton: I think I managed to get three hours concession for each of them.

Allen: Tell us about both Frank and Charlie.

Eaton: Well, Frank was more of the technical person, because of his field, Accounting, And Charlie came up from the secondary education, I think was in his background, as far as that is concerned.

Allen: He came to the University to start a course in operating a small business. Actually came to the Junior College.

Eaton: He must have, because he was here before I was. Well I found both of them very good men to work with, and I tried to make that, with, and not to super-impose my wishes, over there, I presume sometimes that happened but they were good guys.

Allen: Why did Charlie Leave?

Eaton: Oh because of the offer, when did he leave? He went upstate in New York, In Albany. But I think, I don't know, it was my impression that the offer was too good financially to turn down. And I think it was after I was dedecanated. I can't be sure.

Allen: I think so. Frank DiLeo, who will subsequently become Dean. This again is after your time, but Frank -

Eaton: He was Assisstant Dean for Graduate Studies, my nomination, and an obvious good choice for that -

Allen: And our accounting people that they turned out at that time, they were top notch. After he left that, of necessity, there has been some fall off. But he was an excellent teacher and also totally, totally committed to the University, so much so that he worked himself to death. He made a report to the Senate on the financial situation of the University under Manning, identifying certain steps which should be taken, which were not taken, had they been taken, our financial situation in later years would have been much easier, and that report and Frank are going to get quite a bit of credit as we go along. I had a great respect for the man.

Eaton: I did too, and he had religious convictions too, he did not push his Roman Catholicism upon Anglicans like me and others, but he tried to live up to high Christian principles, and I think he succeeded in doing so.

Allen: He was pretty much shot up during the war.

Eaton: I guess he had been. I forget, whether, well I don't remember the extent of his injuries.

Allen: I don't either, but I know they were quite serious.

Eaton: His wife, Jo, she is still around here isn't she?

Allen: I haven't seen Jo in a number of years, and I really don't know where she is at this point. She, of course, had a very, very difficult time in adjusting to his death, and then she came down to take some courses, and I haven't seen her in years. I remember you in the Senate. And you were there when the Senate was formed. You don't remember much of this?

Eaton: I am glad to be reminded of that. Wasn't everybody?

Allen: All the Deans were members. And there were two faculty for every administration person. That was one of the compromises which we had to make. As you know, I had a rather large role in developing the Senate and writing the constitution. I remember, matter of fact, a number of meetings with Harry Goldstein, who was the University Attorney, and a member of the Board of Trustees. Going round and round on what we wanted and what we couldn't have. And then as a matter of fact, I remember meeting with the Executive Committee of the Board of Trustees at the University Club one day, submitting to their questions about the Senate. Their biggest worry was that this was a labor union. And, of course they were barking up the wrong tree, because I was very definitely opposed to this or any thing, or to Labor Unions in general. And we got the Senate. But you don't remember much about the effectiveness of the Senate?

Eaton: In honesty, I am sorry.

Allen: Somewhere along the line, I am sure that some humorous things happened to you at the University, that you might recall.

Eaton: Well, off hand, I don't recollect anything in particular.

Allen: Are there any faculty members throughout the University that you particularly remember one way or the other?

Eaton: I want to look at these pictures too, to remind me.

Allen: John Sherry

Eaton: Oh Yes, John was a favorite of mine.

Allen: Tell us about him.

Eaton: We enjoyed having a drink together now and then, and he , he and I were, I think, good friends. He had a sense of humor

and I think quite a lot of technical knowledge in his field.

Allen: And a great teacher.

Eaton: I heard, I heard, to put it in the past tense, that he was a fine teacher.

Allen: I taught classes next door to his many times, I remember one time they made the mistake of putting Si Moshowitz, John Sherry and Bill Allen in one corner of the basement of Fones. All of us noted for our loud voices.

Eaton: That must have been something.

Allen: John had a connection someplace, because John was always up on the latest information. Matter of fact, sometimes within ten minutes after the Deans Council -

Eaton: Excuse me, I am going to get myself a mint, down in here. That he would know what was going on, eh?

Allen: I never did find out what his source was.

Eaton: What was his pipeline? I don't know.

Allen: Another person who had a similar connection was Harry Wechter in Chemistry.

Eaton: I never really knew him except to say hello, as far as that is concerned.

Allen: Who were your best teachers in the College of Business?

Eaton: Oh, my goodness. I think Dileo and Petitjean, right off. I think Charlie Stokes was. I still read him in the Sunday Post, his Perspective. We don't get the Post every day but on Sunday we do. And Charlie Stokes, definately I - In public relations, we really haven't mentioned Howard Boone Jacobson, because there was a sort of a connection, as you know with industrial journalism, and something with the, your time is alright, mine is, I remmember you said you had something.

Allen: I have a 12 o'clock. We are nearing the end.

Eaton: Howard Boone Jacobson, I think did a, I got the impression that he did a good job as a teacher. But I mispoke when I, not industrial journalism, Industrial relations, who was that chap?

Allen: I was going to ask you about him a moment ago.

Eaton: Take too long for me to look up here.

Allen: He spoke French very, very well. As a matter of fact I used to speak French for about 20 minutes, 2 or 3 times a week with him. Oh - Dale, Leon Dale.

Eaton: That reminds me of one of my word inventions, What I call a neolog, which in itself was an invention of mine, I check 'em up in the Oxford English Dictionary, if they don't appear in that or a supplement, then I give them an asterisk, and call them a neolog. (?) means forgetting names, but there is (?), a word meaning a forgetting of words, not getting the right word which is characteristic of older years, and with some people, I mean, you know what I mean? Man?

Allen: Sometime that starts in the teens.

Eaton. Well, it certainly does. I'mMM afraid, I mean, like you know, you know, man. I will hear it to the day I die. The younger generation has that problem. (?) has sold pretty well here, People will say, now what is that word for forgetting names? But, where were we? Coming back, remember (?)

Allen: We were dealing with Leon Dale.

Eaton: Leon Dale, I respected him, I, in some ways I don't know that I ever felt as close to him as I did some of the other senior men on the faculty, but I did respect him.

Allen: Did many of the faculty in CBA get into consulting? What was their relationship with business and industry?

Eaton: I would say only a few of them really got into it. And I am trying to think which ones.

Allen: Charlie Stokes,

Eaton: I think Charlie Stokes of course. I'm trying to remember whether in the, no, I think at the moment he is the only one that I think of.

Allen: How close were you and other members of CBA to local business?

Eaton: Well, we were, at least I was reasonably close, since I go the through here, every year, the Dean spoke before - and so forth, the Chamber of Commerce and the Accountants. Because of my interest in words, I developed back in the days when Semantics, General Semantics, came to the fore, "What people do to words and vice versa". And that could be adjusted to an audience of accountants, an audience of industrial relations men and what not with telling examples out there. I was in reasonable demand as a speaker for various technical groups, al-

though I would not attempt to get into technicalities, except to a certain extent, what do we have here in town, Sales and Purchasing, I think, for some reason they put those two together, and I spoke to them several times during my term.

But, actually, for the amount of teaching that people in business and every where else did, they didn't have much time to go around and promote themselves as consultants. When they were teaching 18 hours and then 15 hours and so on.

Allen: Alright I am going to ask a broad general question. What was your greatest success at the University?

Eaton: Well I, I think I would return, that I kept it from becoming a vocational school which was where it was headed when I came in, and where many business schools, at that time, were headed. And I, it is interesting now with the Yuppies and the Yuppies, and the recent increase in the interest in business as a field, for one reason, money. And it would be interesting to see how the business schools around, including the one here, react to this. You see, if I do it, I just ran across this recently, not one of my original items, with me its ambition, with you and the other guy, its greed. OK?

Allen: Alright, now the corrolary to suces, what was your greatest failure?

Eaton: Probably not having written in the technical. After I retired as Dean in '66 I did come forth with an article on, well I had written some articles that had been published in the semi-professional end, my, something from my thesis had been published by the University of Chicago as a mongraph, but I came out with the factors involved in the pricing of cruises.

Allen: Cruises?

Eaton: Cruiss. And that was too techincal, too narrow in its interst for the Journal for Marketing. It was well written, interesting, and so forth, but this was back before '66, before cruising had come up the way it has since, so that they didn't publish it. On the other hand it took me too several cruise lines and led to my Chaplaincies, that I enjoyed so much. So it was not a waste of time.

But I would say probably for an acadamician, I did not produce as much in the, in my field of marketing, articles, as I might have wished to.

Allen: If you had it all to do over again would you come to the University ?

Eaton: I think so. On the whole, I carry pleasant, Our room, by

the way, I don't think you can see it from here, but from our apartment, there is two rooms and a conector, as we call it, and looks to the south, so that every day, see the high rise buildings of the University of Bridgeport and in general it brings warm feelings back to me. I can't see the college of Business Administration where I had my office, or Easton Hall, where I had my office before that. That definately doesn't show. But I have warm recollections of the University of Bridgeport and the people there.

Allen: Now I wonder if I could ask a favor of you. May I borrow your annual reports to make some notes? And I will get them back.

Eaton: Of course.

Allen: And the other material that you have as well.

Eaton: You want those things from the Wistaria?

Allen: I may have them, and I may not. I would like to go through them, note what is necessary and important and them get them back to you.

Eaton: This Wistarian I think goes forward in time, but some of the pictures of our Chancellor and President, idealized photographs. You will get a kick out of some of those. Henry and Jim as they look out. Now this other folder, because I was working up, is in the opposite order, with the earliest years back in 1964, '65. Yeah, sure, still here. And then I. there are some excerpts which, oh that's alright, you can have this, this is from the President of the New York Stock Exchange, "Dear Doc: By all means use my name as a reference". And is dated March 17, 1959. "I assure you I will do you no harm and I hope some good. Kindest regards, Sincerely, Keith" Keith Funston had been my immediate senior in the navy, from Lowell B. Mason, one term as chairman of the (?). This was when I had a nibble from Temple. And there was one from Texas. We really didn't think seriously about Texas. And the President of Marshall Field, whom I had known, he taught me my first course in Marketing as a graduate student, because I was a Liberal Arts Graduate. That is on top of this batch, and they are in reverse order working down and I think a couple of cases there is a duplication.

Allen:: Its is entirely possible that I would find them elsewhere, but this makes it very handy.

Eaton: That is what I thought. I was glad that I found this in my file. Bigsbee, bless his heart, Earle said, that one of the things he missed as dean, no longer as being retired, was having a secretary. I missed that. But I had six years training because I didn't have a secretary. I had a student assistant, but

I had to do some of my own filing. I never got very good at filing, myself, I tend to keep too much.

Allen: I do too. And it piles up. I am going to turn this part off and make a couple of comments on a couple of other things.

OK this is the end of the tape.