

# **WILBERT LOCKLIN, B.S.'57**

**23 December 1999**

**Mame Warren,  
interviewer**

**Warren:** This is Mame Warren. Today is the 23rd of December, 1999, last interview of the year, with Bill Locklin, and we're in Herndon, Virginia, of all places.

All right, let's start at the beginning. Why Johns Hopkins? What brought you there in the first place?

**Locklin:** Okay. In 1938, when I graduated from high school, Irene Davis Corwin was the registrar, and the registrar was the director of admissions, the registrar, the director of financial aid, the housemother, ran the dormitory, the whole nine yards. And Irene had the theory that Hopkins was too in-bred, and she created, with President Isaiah Bowman's approval, the open scholarship program, wherein she provided full tuition to ten students whose only qualification, aside from being able to intellectually get in, was they lived outside of the State of Maryland.

I lived outside of the State of Maryland by about a mile, in Washington, D.C., and I could no way—I was the first person in my family to go to college—I could no way go to college without a full scholarship. So I came from a very good high school in Washington and I had a good college advisor, and he said, "Hey, how about this," and he discovered this.

And so I applied, and then I went over to Hopkins for an interview with Irene, and a few weeks later she wrote me a letter saying I was in. And I was thrilled. It's the only place I applied to, because I couldn't find that many full scholarships, and even a full scholarship meant I had to

work for my room and board and stuff like that. So that's how I went there, why I went there.

I'll never forget driving my mother's car from Washington to Baltimore and saying to myself, "I'm only going to do this once or I'm going to do it over and over and over again. Please, God, let me do it over and over and over again." And He did.

Irene and I became very, very good friends. I knew her long before she married Dr. Corwin, and, absurdly, three of her open scholarships came from Washington, D.C. [Laughter] Hank Bradshaw and myself and another fellow were wise enough—and, of course, it was only men in those days. So that's how I went there. Okay.

Pearl Harbor came along. I was incensed at the Japanese attack. It was exacerbated in my case because my father had been a naval officer in World War I, and he knew all about Pearl Harbor. I quit college at the end of my third year and enlisted in the Army Air Corps and became a navigator and earned a commission, and I served in Africa, in North America, and Saipan, in the Pacific, flying B-29s.

I got out of the Army late because I didn't want to rush home, because I had a chance to fly supplies to prisoners of war in Japan. Before we signed the peace treaty, they gave us a list of where our prisoners of war were, many of them people that I knew, who I had flown with. So I was late.

I got back and looked for a job and was excited to have *U.S. News and World Report* offer me one as a writer. A few days later, I got a phone call from Stewart Macaulay, who was provost of the university then, and who was second only to the president, and I had known him as an undergraduate. He said, "Bill, we've got a job here. I wonder if you'd be interested in it. We're going to open a new admissions office with Bill Logan, and we thought you'd like to be his

assistant.”

And I said, “What’s with the admissions office?”

He says, “Well, Princeton has one, and we figure, what the hay, we ought to have one, too.” And he says, “Actually, there’s stuff on the horizon about the GI Bill, and could be there are going to be a lot of people available and we’ll need one.”

And I said, “Gee, Mr. Mac, I am so sorry, I’m in tears, but,” I said, “I made a commitment and I’m going tomorrow to sign a contract with *U.S. News and World Report*.” So we commiserated with each other and hung up.

I went to *U.S. News and World Report*. Here I’d been all over the world for four and a half years, and in the small print that my father said you must always read, my first assignment was Fairbanks, Alaska. And I’d just returned from, you know, sixteen months in the Pacific, a year in Africa, and I said, “You’ve got to be kidding.” They had said nothing to me about that as being a cub reporter with *U.S. News*. I said, “I’m not going to sign it.”

I went outside, I went into a phone booth on a corner, I called Mr. Mac, and I said, “Have you filled that job yet?”

He said, “No.”

I said, “Don’t do a thing. I’ll be there in forty minutes.” And I drove to Baltimore as fast as I could, and that’s how I went to work there.

I worked in the admissions office for a few years.

**Warren:** Hold on now. Did you have a degree?

**Locklin:** No.

**Warren:** Did you ever finish at Hopkins?

**Locklin:** Sure.

**Warren:** Okay. Let's not jump ahead a few years. Tell me.

**Locklin:** I had no—I was really not enthused about, after four and a half years of combat, becoming a collegiate. I'd been a collegiate for three years, and it wasn't that all-fired great. I mean, I enjoyed it and so forth, and I had a lot of fun with the play shop and the extracurricular activities that I did.

My relationship with Wilson Shaffer and Macaulay and Irene were such that they didn't give a damn about a degree, and they hired me. Dr. Shaffer was one of my favorite teachers when I was an undergraduate. I had majored in psych. My mother was climbing the walls because I didn't have my degree, and so I went to Wilson Shaffer, whose office was right down the hall from mine in Homewood House, and he arranged a program for me with courses, one of which he taught me as a tutorial in the white house every Wednesday at noon for a year, on abnormal psych, the most fantastic experience of my life.

So somewhere along the line I graduated, and for my mother's sake, who was dying of cancer, I went through the graduation ceremony. Milton was sick. That's when he was having his back problem, and he was flat on his back in bed in the house, couldn't move. And Carlyle Barton substituted for him. He was the chairman of the board for thirty years. When I walked up on the stage to get my diploma, he damn near fell off the stage, and he said, "What on earth are you doing here?"

I said, "Just shake my hand, Mr. Barton, and give me my diploma for my mother to see."

[Laughter]

And then something came up wherein the university recognized they needed a

development program. They really had to have one, and no one did that. After the war, in addition to the admissions office, they hired Lynn Poole, who was director of public relations, and who was fantastic, as I'm sure you know. He did the *Johns Hopkins Science Review*.

**Warren:** Tell me about him.

**Locklin:** Lynn Poole was a former fly boy like myself from the Army Air Corps, but he was a groundsman, a public relations officer. He was hired by Mac and Irene and Shaffer to be public relations director, again anticipating this is going to be a whole new ball game after World War II, and these thousands of applicants.

We used to go to lunch in the faculty club every day, the three of us who were in the admissions office, Logan, myself, and a man named Trudeau Thomas, who later became an executive at Hofstra University. We would come back from lunch and there would be twenty-five men standing in line outside of our office. They had the G.I. Bill; they wanted to go to college. Many of them hadn't finished high school. We saw each and every one of them and we counseled them, and 606—I've forgotten it, 606-something Avenue in Chicago, which was the American Medical Association educational program, they were ready to go to Hopkins med school and they hadn't finished high school. The AMA had a program to help that group. We did a lot. It was a great service that not only we—I'm sure other universities were doing the same thing.

But then the development program came along, and Lowell Reed came in as president, and he was feeling very strongly about the need for it, so he said to them, "Why don't we find somebody around who can do this for us." And Mac called me. Luke Hopkins [phonetic] was chairman of the board then, and Luke sat down with me and talked with me, and said, "Would you be interested in this?"

I accepted with alacrity, because I loved the university and the admissions thing had sort of waned down. We were in a much more normal pattern. So I took the job and I was the university representative for the Johns Hopkins Fund when Doug Coleman was brought in. That was a brief—that lasted a few years, not long.

Then the next thing I know, I wound up in—the Johns Hopkins Fund office was then down on Mount Vernon Place, and this was, as you know, between serving as a fund-raising office for the university and the hospital, and had a joint board of trustees and that sort of thing. But then they got serious at Homewood and said, “We want our own development office, and it’s going to be Bill Locklin.” And I went up in the top of the Homewood House, in a little attic up there, and I had a title of something, I don’t know, development officer, I think, or something like that.

**Warren:** Hold on. This is the very, very, very beginning of having development officers at—

**Locklin:** I don’t know. There was a Johns Hopkins Fund, which wasn’t that all-fired successful, the reason being it is very difficult—and you found this out—to meld the medical and the Homewood. You know, it’s oil and water in many instances. I was first assigned in that area to get out of the admissions office, and I didn’t want to leave the admissions office. They wanted me to be their person in that regard. Then Reed said, “I’d like Bill here,” and—

**Warren:** “Here” being Homewood House.

**Locklin:** Homewood. And Shaffer and Macaulay applauded that, apparently, and so they brought me back to Homewood and put me up in the attic.

**Warren:** Okay. As you know, Homewood House has completely changed now. It’s a museum. Take me into Homewood House as an administration building. What was it like? Who was there?

What did it feel like?

**Locklin:** Well, in the first place, Homewood House was built by Charles Carrollton [phonetic] as a wedding present for his son. It is one of the finest examples of Georgian [Federal] architecture in the world. Milton Eisenhower's house is a five-part house, is what they called the Homewood House. It has two wings on the end and a big thing in the middle and connectors. [Tape interruption]

Talking about Homewood House and what was it like in those days. Okay. And the answer was, well, it housed the president, it housed the dean, and really Shaffer was the dean, and there was only dean of the university. There was a dean of the medical school, but Shaffer was the dean. I mean, he set all the standards academically. So Shaffer was in there; Macaulay was in there, the provost; the president was in there; the director of public relations was in there, Lynn Poole, he was down at the end; I was in there.

Then when Milton came, he brought Keith Spalding with him from Penn State, and so at that time I was called assistant to the president because that was the euphemism for development officer in those days. It was great, particularly when the president was Milton Eisenhower, whose brother just happened to be in the White House at the time. I had no trouble getting doors opened for me.

So Keith Spalding was there, and Keith was Milton's assistant, and I was the president's assistant. So I sat down with Keith. I'd never met him, and he's very nice, and I said, "What the hell are we going to do about this?"

And he said, "Gee, I don't know." He said, "I do everything personal." Milton was a widower. So he says, "You know, I take his dog to the vet, I get his car greased," and he really

put himself down as a lackey type of aide, which he surely wasn't. He was a brilliant executive, and Milton's boss in many, many things. Milton once wrote a check and the bank sent it back because it wasn't his signature. Well, Milton had never signed a check for the last three years, and Keith signed Milton's checks and they knew Keith's signature, but they didn't know Milton's. And in those days, banks really paid attention to who's putting in checks.

So what we decided to do, I said, "I'll tell you what. Let's take my name out of the catalog for a year, and at the end of the year let's you and Dr. Eisenhower and I sit down and decide what we're going to do with me," because I really didn't want to leave, and I liked Keith so much and I greatly admired Dr. Milton. Milton Eisenhower, the greatest man I've ever known in my life.

**Warren:** Tell me why.

**Locklin:** Because he had constant vision. He always was talking about what we're going to do. He never paid any attention to what we did, good or bad. It's history, it's done. He was the most tomorrow person that I've ever known, and he impacted upon my life more than any other person has except my bride of fifty-two years.

Milton was never satisfied with the status quo. Also, in addition to being visionary, he was incredibly honest and honorable. Example. We had a cigar box for petty cash in the office and we had stamps in it, and every time Dr. Milton would write Ike—and he often wrote him, and he had a red telephone on his desk that connected to the phone on Ike's desk. I'd bring my kids in there and the phone would ring. I'd say, "Don't you touch it,: because the only person on the other end of that phone was Dwight D. Eisenhower. No secretaries, none of that nonsense. It only rang in Milton's office.

But he would write Ike and he would send him things in the mail, and he'd go in and buy a stamp and then fish in his pocket and take out, you know, forty-one cents or whatever postage was in those days. Oh, God, we had three secretaries that worked for us. They went out of their mind every month balancing the damn petty cash account and accounting for the stamps that were missing and the money, and maybe I grabbed a stamp but forgot to pay for it or something. But that was Milton. He was immensely honest.

The other thing was that he was a tireless perfectionist. A tireless perfectionist. What does that mean? That meant that at Johns Hopkins University, when Milton was president and Keith and I were working for him, anytime a person phoned him or wrote him, that person got a response the day it came in. For example, an irate alumnus would say that his grandson was getting a raw deal in freshman chemistry, and he wanted to know what the hell the president was going to do about it. And Milton would write back that day and say, "I was disappointed." Milton never apologized. He taught me that. He said, "Don't ever apologize to anybody for anything."

I said, "What do you mean, don't apologize? How do you handle something?"

He said, "Well, you say, 'I was disappointed to learn that you were dissatisfied with the car I sold you that broke down on the way out of the driveway.' But you don't apologize."

So Milton would answer immediately, and most of the answers were written by Keith or me. It would say, "Dear Mr. Jones, class of '29, I am so sorry to hear that you are dissatisfied with what has happened to you. I've referred the matter to Dean Shaffer, and if you do not hear from him in seventy-two hours, call me at this number, which is the direct line that rings on my desk," and then he would carbon in Shaffer, and Shaffer would know damn well that he'd better fix whatever it is that needs to be fixed. The only thing I said to you just now that was wrong was

to say "I'm sorry to hear." Milton didn't say "I'm sorry." But Milton had a way of saying everything but that.

Well, the reason about this guy being a tireless perfectionist was the secretaries left the office every night at five o'clock. And Milton and Keith and I were excellent typists. There were no electric typewriters; we had Royal Standards. And we would write every letter, and Milton would call us in at five minutes to five and say, "Here's my mail. Darn. Keith, you handle this one. Bill, you handle that one." He looks at it, says, "Well, this is from my brother. I'll handle this myself." And so forth. He had five brothers, or four brothers.

And we'd go back to our respective offices, we would do the letters, we would—you'll pardon the expression—sign his name, which we could sign better than he could, and we would walk together to the mailbox, which was right there at the end of the walk next to the Homewood House, and put those letters in. And Maria's roast and my children in Riderwood would wait until Dad gets his last letter done that day.

And I learned from him, so I'm the same way. I have a flawless credit record because when I get a bill in the mail, and my mail is delivered in Florida about five o'clock in the afternoon, I get a bill from the phone company and sometimes that's very complex because I have a company, so I have personal charges and corporate charges, I will stop everything and spend the hour it takes to take that \$150 bill and break it out and write two checks and put them in the mail. And if our post office pickup is gone, I will drive to the post office and put them in the mail there, and they'll go out usually before midnight.

That's why he was so exceptional and so great, and he inspired that from all of us. It wasn't just the guys lucky enough to be his assistants, but he inspired that from the university. He

loved students, spent a lot of time with them. He lived on the campus. But he was the greatest man that I've ever known, and no one's come close to him, including Ike, who was a trustee of the university after he retired from the White House, and I used to go to all the board meetings. I've seen Ike in action and I've seen Milton in action, and I have—I'm on tape, so I'll be very careful how I phrase this, but one is inordinately more impressive to me than the other. And Ike was a wonderful person, wonderful person, and a wonderful man, and my commander-in-chief, I guess, when I was in combat. But Milton was the guy that shaped my world and made me everything that I am today.

Springfield College hired me because I was Milton's assistant. Franklin and Marshall College hired Keith because he was Milton's assistant. University of Wisconsin hired Mac Moos because he was Milton's assistant. And Milton's successor at Kansas State was hired because he had been Milton's assistant. And Milton's successor at Penn State was hired because he had been Milton's assistant. I was told when I left there in '65 that there were seven of us who were college or university presidents who had been assistants to Milton Eisenhower.

When I accepted the job to go to Springfield College, I did it with careful and full advanced preparation, in consultation with Dr. Eisenhower, because I didn't apply for the job; it came out of the blue from somebody. Somebody, the chairman of the board, was impressed that there was a younger guy who was working for Ike's brother. So I told Milton about it and he said, "Well, what's his name?"

I said, "Norman Keith." He was an oil executive in Washington, was chairman of the board of Springfield College.

And he said, "I need his phone number," and called him up and he invited him to dinner

and he invited me to dinner, just Norm and myself.

I got Mr. Keith and I took him in to Dr. Eisenhower's house. He stood there in the front door and he said, "If I had a gun, I would shoot you right here and right now." And a deafening silence. [Laughter] I didn't know what to say. Norm didn't know what to say. And Eisenhower smiled and said, "Come on in. Time to have a drink."

And when I accepted the job, which I did with his full support, he invited Maria and me to dinner, just the three of us at this table which is much longer than this room. I sat at one end, Milton at the other end, and Maria sat right next to him. And she received a Ph.D. dissertational course in how to be a first lady and how to run the president's home on a campus, because I lived in a beautiful mansion on the campus of Springfield College. I didn't build it; I inherited it. That was typical of Milton.

He spoke at my inauguration, and he just did everything for all the rest of his life. He was concerned about me. I would visit him at least once a year. I knew [Detlev] Bronk. I knew Reed. I knew Bowman. I left when Milton was president, so I didn't know any of his successors. The rest of them that I knew didn't hold a candle to him.

In fact, you talk about how great Gilman was. I think, look here. NATO would not exist without Milton Eisenhower, because Milton Eisenhower and Macaulay—and I was privileged to be an observer and tag along—brought SAIS [School of Advanced International Studies]. SAIS was in an abandoned girls' school on Florida Avenue in the worst part of Washington, D.C., right near Griffith Stadium, and Milton was in cahoots with Paul Nitze, who still to this day is one of the key political figures in the world.

My son, who was in international economics, said, "Dad, I talked to him at a cocktail

party three weeks ago,” in London somewhere, and Chris Herter, who was a former secretary of state, former governor of Massachusetts, they said to Milton, “We’ve got to get out of this girls’ school, and Milton and I raised seven million dollars from about six sources, including Ford Foundation, Carnegie, Rockefeller. The Brookings School in the 1700 block of Massachusetts Avenue had been condemned for years and was boarded up. On the day that Ike left the White House, he signed the papers that transferred Brookings School to the Johns Hopkins University.

**Warren:** Brookings School?

**Locklin:** Brookings School. Across the street from the Brookings Institute.

**Warren:** Okay.

**Locklin:** It was Brookings School, was a public school. The Washington, D.C., government owned it, and it was abandoned. They had moved to another school or something, and it was a mess. It was plywood windows and that sort of thing, just sitting there. It was awful. And Ike signed that en route to Mr. [John F.] Kennedy’s inauguration, because he told us this. He said, “I did one thing for you guys, I just want you to know that.”

And so that became SAIS. That became SAIS in Bologna. That became Grove Haines, who ran that in Bologna. Grove Haines attracted pre-diplomats from all over Europe. Grove Haines put them together as roommates, put a French student with a German student, put an Italian student with a student from the Middle East. I went on the tenth anniversary of SAIS. Maria and I toured the European capitals. It was the tenth anniversary of SAIS, so it wasn’t a very old school. And we were hosted in every capital by a diplomat who was a graduate of SAIS.

A staff member in the French Embassy—no, a staff member in the Austrian Embassy in Paris was Alois Mock, who became the Chancellor of Austria and just retired a few years ago.

**Warren:** What's his name?

**Locklin:** Mock, and his first name was Alois. He was Chancellor of Austria for many years until, I'd say, in the last three or four years. He and his wife had dinner for us with the other SAIS alumni in Paris area. It became a situation that SAIS was important that if you wanted to be in the diplomatic corps in Europe, you went to SAIS in Bologna, and you were so credentialed.

Milton supervised Nitze's insistence about academic excellence. SAIS was the first school wherein every student was given one of four majors—economics, international relations, and so forth. He had to select one of those. In addition, he had to select a country, a part of the world where he was going to do it. He had to specialize in China, specialize in Japan, specialize in Austria, and so forth. Then he had to write his master's thesis about international economics in Austria. Simultaneously, before language labs, he had to learn Austrian. He wrote his thesis in German.

SAIS had tons of part-time faculty members who would come to the school and interview this young man, having read his thesis, and challenge it, and he would discuss it with them in their tongue before he graduated. So that's why it took two years to get a master's degree in international relations at SAIS.

Now, imagine that guy going out to Austria where he knows the international economic situation there, where he speaks the language, he writes in the language. I mean, boy, those guys then got together in Europe and after the war—and this is why Herter and Nitze did it in the first place—they said, "Hey, you can't tell this Frenchman that all Germans are bad," because he's been his roommate for the last two years. And that European impact was equally true in China, it was equally true in Hong Kong, it was equally true in Japan, except we didn't have schools over

there.

When I went to Springfield College, one of the things I'm recognized for, I was in China long before Hopkins and shortly after Mr. [Richard M.] Nixon, working with the Ministry of Finance and Ministry of Education in China, and executing an agreement between his country and my college for training students and interchanging students and faculty. You know why I was there? Because he had learned the game. He was 6'5". He had learned the game of basketball from Ma Qui Wei, who was a graduate of Springfield College, and Dr. Ma taught him basketball because he was such a big guy, and when the Minister of Education came to the United States and toured the major universities, one of the places they went to was Harvard, and on the day that his group of fifteen went to Harvard, he came to Springfield College. The *Union News* in Springfield College had a banner headline, "Minister of Education Passes Up Harvard to Come to Springfield College." And that's how I—but again, that's Milton. That's Milton that taught me the importance of international education.

**Warren:** We've got to step back here because this is one of the things on my list that I need to understand. You've given me just a great explanation of SAIS after it existed. How did that initial affiliation come to be? Because SAIS already existed.

**Locklin:** Yes.

**Warren:** So how did it get mixed up with Johns Hopkins?

**Locklin:** Okay. Well, in the first place, SAIS existed, but it was on the rocks. It was having immense problems. It had no real recognition. Well, first place, I think that the founding director was Phil Thayer, who was the dean when we acquired it.

But what you had was, first place, Milton was a great Republican leader. I'm sure you've

heard the story about the Republican National Committee looking for a presidential candidate, and they were meeting and so forth, and they were talking about this. Milton, along with David Lawrence, Milton was the number-one Republican in Pennsylvania. Milton nominated Barry Goldwater for President of the United States, and he was a powerhouse. So they made the comment, "Well, why don't we ask Eisenhower." And they discussed this, a handful of people, and they said to one of their minions, an important minion, "Go talk to Eisenhower." He got to the door and he paused, and he turned back and he said, "Which one?" A guy impatiently responded, "The university president, of course." And Ike was president of Columbia University. And he said, "Oh, okay." And the story was that he went to Ike, and Ike agreed to do the job.

I had drinks alone one night with Milton and I just told him this story, and I said, "You've heard it many times, I'm sure. I've heard it." I said, "Dr. Milton, I really want to know, what's the truth of that?"

And he looked over and snapped his fingers. "Darn," he says, "your drink needs refilling, Bill," and he reached over and picked it up and walked out of the room, came back with a fresh drink, and that was the last I ever heard of it. But no question that he was as luminous in many quarters as his distinguished brother was.

**Warren:** I need to turn the tape over. That's a great way to end this side.

[Begin Tape 1, Side 2]

**Locklin:** I don't know whether it's true or not, but I know that both of them were great university presidents, and I have done a little bit of reading about Ike, and he did a hell of a job at Columbia, a hell of a job at Columbia.

But in any event, so getting back to your question about how did SAIS get in all of this,

remember that Milton was in Baltimore because Ike wanted him near. Milton was widowed rather recently, and it was a sad, sad thing, because Milton told me this more than one time, and he rarely repeated himself. They built a chapel to his wife on the campus, and he says, "I passed it going to work every day." And, of course, so many things happen in the chapel. Milton would never admit this to me, but Ike was in the White House and Milton was—Penn State is not Philadelphia, it's in the boonies. So Barton and company, the board, told the president, Dr. Bronk, that he could not be president of Johns Hopkins University and the National Science Foundation simultaneously. And following that board meeting, which I did not attend, Dr. Bronk resigned from the university and became the distinguished president of the National Science Foundation. That created the vacancy that called Lowell Reed out of retirement to make him acting president for a few years, and then they got Dr. Milton to come. But one of the real reasons that he came was to be nearer his brother.

Milton was the youngest of the five men, and Ike was the eldest. They were the closest. I rarely met the other three. One of them was a banker out in the West somewhere. They were all pretty successful, I gather. But Ike and Milton were so close, so close. Keith and I would have something lined up that was so important. We had Milton set for a party or something, and he's going to be the star, and, boy, this is going to be some club in downtown New York or somewhere. And about four o'clock in the afternoon Milton would say to Keith or to me, "Get the car," and we would call. He had a chauffeur. We'd say, "What do you want the car for?"

And he said, "Oh, it's so exciting. Duke Wayne just arrived in the White House with his latest film, and Ike just invited me over and he's going to show it tonight, and I'm going over for dinner." You know. And you didn't say to Milton, "You can't do that." You said, "Yes, sir. Have

a nice time, Dr. Milton."

When he became more mellow, I marveled that Ross addressed him as Milton. My esteem for Ross went way up. But he was Dr. Milton to us, and he had, what, thirty-two or thirty-three honorary degrees. I'm sorry to keep gravitating back, but you ask questions and within my scope of the 125-year history, which is only twenty years, I have to keep coming back to him.

So Ike—remember, Herter had been secretary of state. Nitze had been the founder of SAIS with Thayer. Milton was an internationalist. Ike used him all the time. When Nixon went to Russia, Ike didn't dare let him go without somebody to watch him, and Milton was drafted and sent to look after him and keep his nose clean. So they were really—and Ike was a great internationalist. He had been there as a commanding general. So they all were interested in what happens to diplomacy when this war ends. And before the war ended, SAIS started, and Herter and Nitze and Thayer were the responsible ones, but it wasn't going well when Milton got there. See, Milton came in—when was it? About '52. Ike was elected in '52. Milton must have come about the middle of '52.

**Warren:** To Hopkins?

**Locklin:** No.

**Warren:** No, it was '56, because Reed was there for a couple of years.

**Locklin:** Okay.

**Warren:** He arrived in '56, I believe.

**Locklin:** But Ike was still in the White House.

**Warren:** Oh, yes.

**Locklin:** Ike was getting ready for the second term. All right. And they were all very close, "all"

being Herter—I'd see them in and out all the time, and Nitze. They took seriously "What are we going to do to stabilize the world?" There are so many unsung heroes in history who should be sung heroes, but you don't think of them. You think of Milton as a great university president, in my book the best that ever lived. But you can't ignore the fact, yeah, but what about the other things that he did? If you could have heard him, as I stood beside him, talking to the president of the Ford Foundation about, "This is the last chance for this country to do things right, and we simply don't have the person power with the proper training to pull it off," and that was exactly Milton's conviction, and he was right. I mean, we've had fifty years of peace in Europe, except for Kosovo and little things like that, but basically—and I submit that integral to that have been the cadre of leaders that came out of the School of Advanced International Studies of the Johns Hopkins University. And you will find them in every corner of the world.

There's a book written about it, about SAIS. And a friend of mine had a son who said he was going to SAIS, and he said, "Bill, do you know anything about this "say-es" or something?"

I said, "You mean SAIS."

He said, "Yes." He's a wonderful friend, and I wanted to help him, so I picked up the phone and I called public relations over at Homewood, and I said, "Do you have anything on—" No, I called Washington. I said, "Do you have anything about the history of SAIS or something, some background?" And they sent me a number of nice things, a very nice lady, including this book which I read and I was astounded because I thought I was the only one who really knew how pivotal that institution had become and how just a handful of people made it happen, and they were running against ominous competitors—Georgetown University, American University, and so forth. And they said, "Yes, but we are going to do something that those places don't do."

And they did.

**Warren:** Why did they affiliate with Johns Hopkins?

**Locklin:** Well, why did SAIS come with Hopkins?

**Warren:** Yes. And why did Hopkins—well, you pretty much told me why Hopkins wanted SAIS.

**Locklin:** Right.

**Warren:** But why did SAIS go with Hopkins?

**Locklin:** Well, look here. When they went with Hopkins, they're going with a president who has an international reputation, who has been the spokesperson for the President of the United States. Milton Eisenhower graduated from Kansas State University and he had a job as a drama critic, an opera critic, for the *Kansas City Star* or something, a cub reporter. A person who had been affiliated with that newspaper became ambassador to Scotland, and he liked Milton. At the age of—I think it was twenty-six, Milton was stationed in Scotland with the State Department in this capacity. You can read it in his biography. And so he began as an internationalist. And he always, when he was at Penn, Kansas State, when he was at Penn State, he was always being called upon by the President, including Kennedy, to do things on an international scene.

Therefore, it's quite reasonable for him to be attracted to, to be searching around for SAIS. I don't know whether—I didn't find SAIS for him. Maybe Keith did, maybe Milton did, maybe Chris Herter. I'm sure that Chris must have had many contacts as secretary of state. He had many contacts with Milton. He would send Milton on errands around the world. It was, to me, very logical that they would come together. It was a great alliance.

**Warren:** Before SAIS became part of Hopkins, there was an international school, the Walter

Hines Page School, and Owen Lattimore was the head of that. I am very unclear about what happened to the Page School. I know somewhat about the Lattimore story. You were a witness to all that. What happened there?

**Locklin:** I have to be very careful, because I was a witness to it, but I wasn't that close to it. The person who was the closest to the Lattimore situation was Macaulay. Of course, it was very embarrassing to have a member of our faculty called the chief communist agent in the United States. Unfortunately, many, many, many people believed that accusation. I have no idea whether it was true or not. I knew Dr. Lattimore [sic], and, frankly, if I wanted any spying done, he'd be the last person I'd hire, because I knew him, he was on the campus, I had lunch with him at the faculty table all the time. In my opinion, he was a lightweight. And I can't imagine the Communist party picking him to be their boy. Some of the critics said he just pretended to be dumb.

[Laughter] He wasn't smart. He really wasn't smart. I mean, he was an absentminded professor, a sort of nice guy. He was an absentminded professor, and he was hired, but the Walter Hines Page School was really a lightweight before SAIS. It was not an integral—it was totally delimited to Homewood. I'm unaware that they had any activity in Washington.

**Warren:** No, I don't think so.

**Locklin:** And I don't know whose idea—it was always there. When I came there in '38, it was there. And I don't know whose idea it had been or what its function had been. My impression was that it was pretty much a totally graduate effort where the students were tolerated to do work and helped the faculty who were running it, but it never was strong.

When Milton got the funds to build this gorgeous building, which I'm going to see on this trip because I want to be here after Christmas and I'm going to call up SAIS and get over there

and see it, that gave us—you know, it's a showplace, and that gave us a presence in Washington that was really substantial. And having the brother of the president of the university in the White House didn't hurt us any either. So that's how they got together.

And the Page School, I think that the Page School went when Lattimore went. As you know, he resigned. But it was a great embarrassment to Mac, to P. Stewart Macaulay.

**Warren:** You've talked about Stewart Macaulay. You've mentioned him a number of times. Tell me about him. I know so few people who actually knew him. Please tell me about him.

**Locklin:** He was a native of Nova Scotia. Because Maria and I were going to take a vacation up there once, we sat down with Mac and his wife, and we had dinner at their house and he was telling us how to drive it. We said we'd figure we'd run up there for a day. And he said, "You don't run up to Nova Scotia for a day," and so forth. [Laughter]

I really don't know, Mame, whether he was an alumnus of the university or not. That would be in the record. I just know that when I came there, when I came as a student, Isaiah Bowman was president, and Isaiah Bowman had him as provost. That was the equivalent of an executive vice president. Everything had to go through Mac. In other words, if Shaffer has a new scheme academically, he clears it with Mac. He was very, very strong and very, very important, and he loved the university. For many, many years he was—presidents came and went, but Mac was there, and he brought a great deal of stability to it.

Ross knew him very well. Ross knew him better than I, because Ross—I remember Ross telling me that he was over in the hospital one day on business, and Mac was dying in the hospital. So he went to the nurse in his room and said, in a low voice, "How's Mr. Macaulay doing?" And this booming voice from the room emerged, saying, "Ross, is that you? Get in here." And he said

he went in, and Ross told me, he said, "Bill, I spent the most wonderful hour of my life talking to him," and a day or two later he had died.

Those days, one of the things that has changed in education so dramatically in my years of association, which go back now, what, sixty years, one of the things that's changed dramatically was the proliferation of administration. It's awesome. At lunch in the faculty club we had a long table, and I'd say twenty persons could sit at it, people like Bill McElroy, who was chairman of the biology department and subsequent president of the National Science Foundation, or director, whatever his title was, Rob Roy, who was head of the School of Engineering. But one woman, only one, Irene Davis, and Irene and Wilson Shaffer and Mac would fashion the institution. They were it. And later Bill Logan was in on it, the admissions director. But they were it. They ran the place. The president—they worked for the president. The president was powerful, but he also often would say, in my presence more than once, "Irene, whatever you think best, do it."

I got to know Dr. Bowman because he was president when Mac hired me, so I was diddling around with the admissions office and having the time of my life. Dr. Bowman called me in one day, and I had known him slightly as an undergraduate. I was sort of a student leader. He called me in one day and he said—I really shouldn't tell you this story, but I'm going to, because I've told it to very few people. He called me in. It was after the war. The war was over, and there was something called the WPB, the War Production Board, and you couldn't do anything without clearance with them, because the War Production Board was seeing to it that those of us who were fighting had guns and ammunition and stuff. We wanted to build an addition to the gymnasium, and the WPB said only laboratories can be built, no theaters, no gymnasium, no parking lots, and so forth, because the critically short materials that existed in 1945 had to go to hospitals

for veterans and things of this sort.

So Dr. Bowman called me in and he said, "Here are the blueprints," and he had the architect there, a wonderful guy. I forget his name for the moment. And he said, "Here are the blueprints. We've got to expand. With all these G.I.s coming in, we've got to have something for them to do, and our gymnasium would fit in this room." He said, "What I want you to do is go to Washington and get these things cleared by the WPB." So he's sending this kid. I was in my twenties. But what the hell. And he said, "If you do that, I'll increase your salary by \$250 a month for the next three months."

And I said, "Great!" you know. Hell, I don't know whether I was married then, but I was about to be, or something, so I jumped at it. I drove over to Washington, went to WPB, started going up and down the corridors. I learned, in working Washington, that you don't spend much time in the corridors; you go to the snack bar, you go to the restaurant, and you listen and you eavesdrop and you find out who's more important than whom.

So I found a guy and I said, "By the way, speaking of Johns Hopkins, I happen to work there." Of course I'd brought up Johns Hopkins initially. I've got a problem. I wonder if you could help me with it."

And he said, "I have ten minutes. Come up to my office."

I went up and I told him the problem. I said, "We've got these GIs we've got to do something with."

He said, "Gee, I'd love to help you, but we can't touch it unless it's a laboratory. Can't touch it."

So I said, "Okay," and I thanked him profusely and I left.

I raced back to Baltimore. I got a hold of Dr. Bowman. I got a hold of the architect. We all met in his office immediately, and I said to the architect, “I want you to take these blueprints and take them back to your office and don’t change a thing on them except the name. You don’t call Gymnasium Annex at Johns Hopkins University. You call it Comesiological [?] Laboratory at Johns Hopkins University.”

And he said, “Okay.” And Bowman smiled.

Next morning I had them, I’m back in Washington, I go back in the same office. I said, “I listen to what you say. We’ve scrapped the idea of the gym, but here, let me show you these.”

And he said, “Oh, comesiological laboratory?” And he starts stamping approval, and I took them back and we built it.

I went to Dr. Bowman and I said, “Sir, I’ve gotten two payments for my \$250, and I really, in good conscience, can’t accept the third, so please tell Mr. Baker, the treasurer, not to add \$250 to my paycheck next month, because the job’s done. Didn’t take me three months.”

And I don’t know what on earth triggered me to tell you that, but—

**Warren:** It’s a great story. [Laughter]

**Locklin:** It’s a true story, and it was reflective of the times. You were talking about Russ Baker and not knowing the wartime. The war—I didn’t know the wartime, because I was fighting the war.

**Warren:** But you know what you do know? You know what it felt like at campus the day of Pearl Harbor. Tell me about that.

**Locklin:** Well, first place, anybody alive knows where he or she was on Pearl Harbor, anyone living, lucky enough to be living. I was at the Redskins football game in Washington with my

mother, because she loved the Redskins. She didn't know anything about any sport. She loved the Redskins because George Preston Marshall, who owned the Redskins, married Corinne Griffith, the silent movie star, and Corinne Griffith introduced halftime ceremonies to professional football. And Griffith Stadium was sold out, and my mother had two tickets, and I would go.

All during the game we kept getting interrupted with announcements. "Would General so and so call such and such a number?" I'd never heard that before. It's second down and ten yards to go, and this voice comes in, and then "Admiral so and so" and "Colonel so and so." I said to Ma, I said, "Something's going on here."

Soon as we got out, I heard about the attack on Pearl Harbor. There's a six-hour time difference and so forth. I went back to Baltimore from the game, and I was so upset. The campus was all upset. I lived in a dorm and all the guys in the dorm was all upset, and we were worrying, "What are we going to do?" and so on and so forth. And people were really frightened. Some of us were infuriated. I just said, "You know, it's going to be awfully difficult for me to settle down and be a student after this." So I went down and enlisted. My mother was horrified. And I enlisted, and I couldn't go because they didn't have any place for me. I got a job in a butcher shop, I guess, just to keep a little money coming in. It was awful. I know that the only thing in my lifetime that has had the impact of Pearl Harbor was the Kennedy assassination.

That's the only thing, of all the other—in Hopkins, a fascinating impact in the scientific community was Sputnik, and I'm here to tell you that the talk around the faculty table after that thing went off, among the physicists and among the aeronautical engineers and the astrophysicists and APL [Applied Physics Lab], we were involved in that, we were moving to Columbia, Maryland, from Silver Spring, and Milton was also a big part of that, as was Macaulay, that

was—I mean, we Americans were really frightened by this. It was so beyond the realm of possibility.

Lynn Poole, I told you, had the *Johns Hopkins Science Review*. Of course, television in those days was all live, and he would have his desk and he would have them for dinner and he would invite colleagues from the university to join them for dinner, usually if there was some tie-in with what the guest was about. And we were invited to dinner. Maria and I were invited to dinner by Lynn and his wife, with [Wernher] von Braun. Dinner. Von Braun was a bright, nice young fellow. He was a little bit older than I was, but not much. He had done the V-2 rockets that damn near destroyed Britain. Somehow we “kidnaped” him and had him working for us. And he’s talking about, as Lynn’s guest, what’s going to happen in space. I’m not a scientist at all, and I said, “Dr. von Braun, how do you know that when you put those things up there, they’re going to orbit? I can’t comprehend that.” And he gave me a short course in, say, gravity. You get away from gravity and there are other gravitational pulls around the universe. I said, “Yeah, but you don’t know that. You’ve never been there.” He says, “They’re there. Trust me, they’re there.” And he said that same thing that night, and we told our children and our grandchildren how lucky we were to have had a brush with this man.

But again, Lynn Poole’s contribution was, he recognized television before anybody else did, and he had the *Johns Hopkins Science Review* on PBS for thirteen years or something. In the Hopkins Library there will be copies of all of his books, and some of them were even the intricacies of television production—how to write for television and direct it and so forth. But people knew Johns Hopkins then because of the *Science Review*, because it was all over the country and it was a great thing.

One last thing, and I've got to stop this. I know I'm taking too much of your time. You asked for something. I just wrote a letter a few weeks ago to the president of the Ford Foundation. I don't know her; I know who she is. In my line of work, you know those things. I wrote her a letter and I reminded her, I said, "There's something you might be interested in in your history." I said that in about 1961 or '62, the Ford Foundation made a matching challenge grant to five universities—Cornell, Johns Hopkins, Vanderbilt, Stanford, and I don't know what the other one was. And what the Ford Foundation said was, "We will give you twelve million dollars if you will raise six million dollars in new monies in the next three years."

They chose the five universities because they felt that they were greatly under-realizing their capacity to attract gift support. And so Milton and I were summoned to New York and met with the president of Ford Foundation, and he told us what we had to do. And we came back. Six million dollars—I would imagine at that time that the total gift income of the university would be in the neighborhood of less than a million dollars. Alumni Fund was a little Mickey Mouse thing that Steinwald was running, but no one paid that much attention to it.

And so what happened was, we raised six million dollars in less than a year, including Mrs. White for the Newton H. White Athletic Center. She was my prospect and she was two million of the six right there. So we got our twelve million dollars before the year was out, and I flew back to New York. I hustled, took a congressional back to New York and got to see the vice president of Ford Foundation. I didn't get to see the president without Milton. And I said, "Sir, we've got a tremendous problem here. We've matched your gift requirement and we're looking forward to the monies because we need them." But I said, "Look, here's the literature we've published. We haven't even had a chance to use it yet. And so Dr. Eisenhower's going to ask you boss for

another six million."

And he said, "Well, that might be arranged."

Dr. Eisenhower and I did all the soliciting ourselves, just big prospects. Before three years was out, we had raised the second match of money and qualified for the second match. [Laughter] I went back to the vice president the third time and he said, "I am so proud of you guys. Won't you come with me?"

I said, "Sure." I was sure he was going to rush me right into the president's office.

He walked me right down to the hall and pushed the "down" button on the elevator.

[Laughter] And he said, "No offense. I don't want to see you again."

That was Milton's greatness, you know. Milton would—he could go out and he could persuade anybody that this is something distinctive, this is something unique. I use the phrase when I'm talking, of how clients should approach gift prospects, to say to them, "You have to persuade them that your institution is a sound philanthropic investment." It's an expression I use over and over again. It's an expression I first heard Milton use. I stole it from him.

Keith and I did a party for Milton at the Waldorf, and we were the emcees, the joint emcees. Huntley and Brinkley on radio and television. It was Keith and Bill. We did it back and forth. The one thing that we did, though, that I'll never forget was that we both said, in unison—we'd rehearsed this carefully—every time we did well as a college president, it was because of what Milton Eisenhower had taught us. We were both reigning college presidents then. And we said every time we erred, it was because we forgot what Dr. Milton taught us. And that's it in a nutshell.

**Warren:** I understand we need to wind up, but there are two more things I've got to have from

you. You have mentioned Irene Davis many times. Nobody else has talked about her, and I need to know about this woman. Tell me about Irene Davis.

**Locklin:** Irene Davis Corwin, she married Alsoph Corwin late in life, full professor of chemistry at Johns Hopkins University, very distinguished scientist and researcher. It was amusing. She married him so she began signing her letters “Irene D. Corwin,” and somebody who was dealing with her picked up the phone and said, “I don’t want to talk to this Corwin woman. I’ve been dealing with Irene Davis for years, and I damn well want to talk to her.”

Irene Davis Corwin was a lady who didn’t get married until maybe she was forty-five or fifty years old. She had a very happy life. She died in her nineties. I used to go see her every single year. My children knew her. She was the registrar. That was her title. But as I said, she was it in terms of admissions. The only people who mattered at Johns Hopkins University in 1938, in my judgment, were the president; Irene Davis, the registrar; Wilson Shaffer, the dean; Stewart Macaulay, the provost; and Henry Baker, an ex-engineer who was the treasurer. And they were it. You didn’t have any—there were no committees.

This is the thing that fascinated me. I never went to a committee meeting. We went to lunch and we sat down and we decided, you know, how are we going to skin this cat. That’s what I talk about the proliferation of administration, because now anywhere I go, including places where I’ve worked before, you know, there’s not a person who is the treasurer; there are eighteen persons in the treasurer’s office, each of whom is some kind of a vice president. And so that’s why Irene Davis is so important, because at that stage of the university, before the war and before the influx of the GI Bill, which meant so much to Johns Hopkins, she set the tone. She was the director of public relations. She designed the open scholarship program to get kids from outside

of the State of Maryland, because she said, "We're too darned inbred."

My trick in the admissions office, which I learned from Irene, was Hopkins wasn't as popular as Harvard, heaven forbid, and after the war I went to all these fancy prep schools like Groton and Andover, and I'd say, "I've got a deal for you. You are anxious to get your kids in a good university and you're paying a ton of money to get them there. I will guarantee you admissions at Johns Hopkins—we select up to three students the first year—if you guarantee me that for every student we select, you send me two more, just as applicants. And they're not going to come because you send them. We have to attract them."

We were able to capitalize—and this was my genius. It was Bill Logan and Irene Davis and so on. We were able to capitalize on the GI influx by greatly expanding our sphere of influence among the most noted prep schools in America.

**Warren:** I need to switch tapes.

[Begin Tape 2, Side 1]

**Warren:** It's Mame Warren. This is tape two with Bill Locklin on the 23rd of December, 1999, in Herndon, Virginia.

**Locklin:** So that really was the essence of Irene Davis. She was committed to the institution, she understood it thoroughly and fully, and she always, as did all of those leaders, worried about it and worried about making it more national, more international, because, in the first place, the university was, in those days, overshadowed by the medical school and by the hospital. I mean, I can't tell you the number of times when I said, as a collegiate, "I'm going to Johns Hopkins," and they'd say, "Oh, you're going to be a doctor?" You know. And these people at Homewood really worried about this, and the president especially, because he was Homewood. I mean, the dean of

the School of Medicine worked for Milton; it wasn't the other way around. And Milton wasn't there more than a week before that became glaringly apparent. But Davis was pivotal of the founders of what the university became between the '30s and when I left it.

**Warren:** I just want to know who she was. You have all these men in this all-male school.

**Locklin:** I know it.

**Warren:** What was she like as a human being?

**Locklin:** Well, she was—

**Warren:** She must have been tough as nails.

**Locklin:** Well—

**Warren:** Was she?

**Locklin:** No. She was charming. Okay. She was physically—she was constantly fighting her weight and complaining about it, and if she were ten pounds overweight she would get mad at the waitress in the faculty club who would have the temerity to tell her that they had cream of mushroom soup for lunch. She said, "You know I don't eat cream soups."

She advised. She was an advisor to all the scholarship students. I mean, we went to see Miss Davis if we have a problem or we have a class conflict or something like that. We'd better talk to her first and then she'd say, "Well, you'd better see Dean Shaffer, but you'd better let me talk to him first." And they would talk at lunch and then you got in to Dean Shaffer and suddenly everything was working out.

She was a maiden lady until she married Alsoph. He was married for the first time. There wasn't a lot of marriages going on in those days. I mean, you get married once in those days, and so we were all very excited for her, and we liked Dr. Corwin. He was a neat guy, had a wonderful

sense of humor and a great teacher. So we thought that was a wonderful alliance, and it lasted for many, many years. In fact, I think Dr. Corwin is still alive. Not long ago I stopped sending him Christmas cards. But you ought to look into—see if Alsoph D. Corwin—check the alumni office. Alsoph D. Corwin. I wouldn't be at all surprised if he's still living in a house in the Homewood area.

**Warren:** I'll look him up.

**Locklin:** Say, "Bill Locklin says you're acquainted with Irene Davis, and I thought I'd talk to you." Because if he's alive, he's smart. Alsoph D. Corwin. And he lived near the campus in a little house there. Irene had—they had no children. She had siblings and she was constantly talking about her nephews and nieces.

**Warren:** You keep alluding to that she was in the faculty club dining room.

**Locklin:** Yes.

**Warren:** I thought it was men only, the faculty club dining room.

**Locklin:** No. No. There were at least two dining rooms in the faculty club, and there was a dining room where women could go and women could host at noon only. At night, all of us would take our wives and children to the faculty club. In the daytime, the men were in the center section. It's another five-part house, and the big center section was us. Irene was out on the side. But often I would have lunch with Irene or some other man. I couldn't bring her at lunchtime into the main thing. I could go into her side, into the ladies' side of the dining room.

**Warren:** I just wanted to clarify that and see what changed, because—

**Locklin:** I don't think—but I do know that I didn't know but one powerful woman in the Johns Hopkins leadership. I mean, all the rest of them worked for somebody. In fact, most of the most

powerful people on campus were the secretaries.

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

**Locklin:** Well, I soon learned that if I wanted something, let's say that I wanted something from Bill McElroy, I would go to his secretary and say, "I want to talk to Dr. McElroy about such and such. How would you suggest I go about it?" And she'd say, "Well, for one thing, don't you dare mention so and so, whom you just mentioned, because he can't stand him. Another thing is, he's going to be straight out until he finishes this experiment with his lightening bugs. So don't go near him until the lightening bug season is over." That's why the secretaries were so powerful.

Irene had a secretary, a very wonderful lady, but she was an anomaly, there's no two ways about it. It was a men's university, it always had been a men's university, even though the medical school was coeducational from its founding, and Johns Hopkins started that.

**Warren:** Before we go, you have got to tell me the story that you started to tell me on the telephone and I cut you off. You were there the night the terrapin was stolen.

**Locklin:** Yes. [Laughter]

**Warren:** I want to hear from start to finish, that story.

**Locklin:** First place, when I was hired, when Mac hired me after the war, he said I was to be assistant director of admissions and I was to be social and athletic director of the dormitory. The dormitory Alumni Memorial Hall house, three hundred students, three hundred men, and I'll tell you two stories about them.

The terrapin story. One of the strangest things about Johns Hopkins in those days was that without having a single athletic scholarship, the finest lacrosse players in the world seemed to be attracted to come to Hopkins. They not only were talented, but they were good intellectually,

because you couldn't get into Hopkins if you weren't smart. You really had to be. I often feel I wasn't as smart as most people at Hopkins. I got in because Irene was trying to get somebody from outside the State of Maryland. [Laughter] But smart people who are great lacrosse players came to Hopkins.

The other place they went was to Maryland, and year after year—I mean, the Naval Academy had teams, West Point had teams, some little place, Haverford College, had a team, but when push came to shove, it was either Hopkins or Maryland that were national champions year in and year out. So there's an intense rivalry.

The symbol of the University of Maryland at College Park is the terrapin, and they call themselves the Terrapins. So a group of guys in the dorm, on the eve of the Maryland-Homewood game, which was to be played at Homewood, got into a parade of cars and drove over to College Park after midnight, and they had some engineers in the group. The terrapin is almost the size of that sofa. It has to be four feet in diameter. And it sat up on a brick pedestal right at the entrance of the university, and it's bolted. So they had all kinds of bolts and things like that, wrenches and so forth, and they had cased it out very carefully.

Something was going on in the dorm and I didn't know what the hell it was. It was all dorm people, and they said—finally I got someone to day—I said, "What the hell is going on?" They said, "They're going to get the terrapin." I said, "The Maryland terrapin?" "Yeah, going to get it, kidnap it, and bring it here." I said, "Here? You mean Alumni Memorial Hall?" "Absolutely. They're going to bring it here." I said, "Oh, God." Jesus, I didn't know what to do.

Well, I thought, "I'll call Dr. Shaffer and get some advice," because he was dean of students, and that meant students. I called his house and the phone didn't answer. So I went back

outside of my room in the dormitory, and here guys are arriving with two-by-fours and barbed wire and all kinds of things. Alumni Memorial Hall, it's a U-shaped building with little walls in front. You come in the center. So they were building this barricade covered with barbed wire all over the place.

I said, "What the hell are you doing?" They said, "Listen. We'll bring in the terrapin." I said, "Hold it. Nobody's bringing any terrapin in here." "Well, they're coming." The phone calls had been made. The four-hundred-pound terrapin had been seized and was en route back to Baltimore with a stream of University of Maryland cars behind them, in hot pursuit. I said, "Oh, God almighty," and I went in and I called Wilson again, you know. No answer of the phone. No answer of the phone.

Well, these guys come up in the car with the stupid terrapin, and I said, "Don't bring it in here. I will not permit you to bring it in here. I don't care where you take it. I don't want to know where you take it, but don't bring it in here."

And they said, "Well, Mr. Locklin, we're not going to leave the campus with it."

I said, "Well, take it somewhere else."

So they went in the woods down behind the faculty club and they hid it down there, and then they come back here. I see these headlights coming in the bowl, and they were coming across, and this is now four o'clock in the morning. And I call the police. I call the police. And my kids are there behind the barricade. All the fire hoses had been pulled out of the dorms, and these guys coming storming across the campus and police are everywhere. It was a madhouse, because nobody was being vicious, and they were all some of the most intelligent people you'd ever imagine.

The police were absolutely useless, because they couldn't comprehend. They kept saying, "What is it you're bringing back? And where's it from?" They had no, you know, semblance of that.

And the guys did not recover the terrapin, and the police finally broke this up, made us go in, and they made us get in the dorm.

Dawn comes up and Wilson drives up in his car and says, "Hi, Bill. What the hell's going on around here? This place is a mess, fire hoses are out," and so forth.

I said, "Where have you been?"

He said, "I was home."

I said, "Well, I called you and called you."

He said, "Well, I probably was asleep. I don't hear the phone when I go to sleep."

And the boys, as I recall—I'm not too sure of this—but they presented the terrapin to the Maryland team at the halftime, and they brought it in on a flatbed truck and gave it to them.

Now, that's the story that you asked me to tell you, and it's a true story as I remember, but I was all there was. I was social and athletic director of the dorm. Nobody else—no one was on campus. Nobody lived on campus but me. I was the only member of the staff who lived there. We had no proctor. Well, we had some graduate students, I guess, who were sort of floor supervisors, but I was in charge.

I'll close with a story that you didn't ask for, but I'm going to tell you.

**Warren:** Great.

**Locklin:** Because you're going to like it. The university, Johns Hopkins University, really was important to us as an institution in those days, those days being right after the war. It was a very

stable place to work because we had a lot of GIs there, and some of them lived in the dorm. They were twenty-five, twenty-six years old. If guys got foolish and started spraying each other with fire hoses, they'd come out and say, "Knock it off," and they meant it. But they were still kids. They were eighteen-year-old kids. They were smart eighteen-year-old kids, but they were still kids.

At three o'clock every Sunday, we had dinner in the dining room. We had maid service. We had waitresses in the dining room. We had maid service in our rooms. We didn't make our own beds. A maid came through every day and we didn't clean any bathrooms or anything. This was all done for us as part of the dorm. So we would come in, and we had a guy play the piano, and we would sing the alma mater, and we would all stand at the tables and sing the alma mater. We were properly dressed, Sunday afternoon.

So I observed that dress was getting to be a little more casual than I was satisfied with, and so I stood up one Sunday afternoon and I said, "Some of you guys," they were coming in from the athletic fields, they were sweaty and so forth, they didn't have a tie or they didn't have a jacket, and I said, "You know, it's a disgrace to have you here in this condition, so I've got an announcement to make. Next Sunday I'm going to be at the front door." There were three hundred of us. "No one is going to get past me that's not wearing a jacket and tie, and you can take that to the bank." No comment. And they all left. I figured I got through to them, I really and truly did, and I was pretty proud of myself.

And I was there at the front door at five minutes till three, and here they all start streaming out of the dorm. Every single one of them had on a jacket. Every single one of them had on a tie. Not a one of them had a stitch of other clothing, not a shoe, not a sock, not underpants, not

trousers, not a shirt. Just jackets and ties. "And Mr. Locklin, that's what you want, that's damn well what you got," and they paraded in. I just died, you know. We had these nice big black ladies who were serving us, and they roared. They thought it was hilarious. And many of them were maids during the week. They said, "We've seen everything. We've been there before." [Laughter] And they walked in and we stood there and sang the alma mater, and they sat down and ate. I just said to a few of the leaders, "You know, if this happens again, I'm through. I'm dead in the water, because the university isn't going to put up with this." And the next Sunday, everybody came fully dressed and nicely dressed, and I didn't have any more trouble.

**Warren:** That's a great story. [Laughter]

**Locklin:** But every one of them had a jacket and tie. This was three hundred men, and no one—I mean, if a guy was afraid to do that, he didn't come to lunch that day, or to dinner that day. So that's one of the great excitements about Hopkins, is that you're diddling with intellectuality, and you'd better watch it, because they're smart. I was careful what I said, but it's one of my most impactful experiences. I learned a lot about human nature and what's important and what isn't in that session, and they taught me. End of lecture. I'm sorry. But I had to tell you that.

**Warren:** That's a great story. [Laughter]

**Locklin:** That's a story you could use at a cocktail party, even if it doesn't [unclear].

**Warren:** I assure you it will make it into the—both of those are great. I have pictures of the stealing of the terrapin. You're probably in them. I'll have to look and see if I recognize you.

I've got to ask you one last question. Did you know Ross Jones as a student?

**Locklin:** No, I did not. Ross was younger than I, and so he graduated—I did not know him as an undergraduate. Ross came when Milton hired him, and Ross came, I would say—I worked for

Milton for twelve years, and I think Ross came, in my association with Milton, around the seventh or eighth year. The three of us were doing well. We were managing the office of the university and everything else just fine, thank you, the president's office, and Milton said that he wanted another person and particularly he needed someone who was an excellent writer. As you know, Ross had his degree in journalism from Columbia. So, no, I did not know him as an undergraduate. I mean, we were contemporaries in the sense that I was an employee and he was a student, but I just didn't know him.

**Warren:** I just wondered if he stood out as a shining star as a student.

**Locklin:** I honestly don't know. I'll tell you one thing, he stood out as a shining star as an adult and as a staff member, because beginning with Milton, the only thread of continuity that is going through the array of presidents that have followed Milton was Ross. He's the only one that has been there. I worked twenty years at Johns Hopkins. I worked twenty years at Springfield College. I worked fifteen years so far at my company. But nowadays, if you can nail a college president for five years, you're doing well. And they're always moving, playing musical chairs. It wasn't that way then. Clearly this is going to have some impacts that's a matter of concern upon institutions.

I have a friend who has a nice son, and on occasion my friend has said, "Talk to Eric for me. Maybe you can help straighten him out." And he's gotten straightened out fine and he's graduated from college and he's happily married. I saw him recently, and he's in the computer business and he has been out of college, I would say five years, and he's worked for at least four firms. So I saw him at a party at his father's house recently with his wife, and he's in Minneapolis now. I said, "How are things?"

He said, "Fine. I'm looking at a job in Philadelphia and another one in Boston."

I said, "What do you mean, you're looking at a job? You've only been there about a year, year and a half."

He says, "Yeah." He says, "I probably will take the one in Boston because I think that's going to be the best stepping stone to my next job." And this is what you're encountering, you know.

I had a terrible problem as a college president, because I didn't have enough blacks in my cabinet. I hired twenty black faculty members. Not one of them is on the payroll now. I would hire them right out of college and Princeton would hire them right out of Springfield, or Yale would hire them, or Harvard, or Hopkins. These are things that the American psyche doesn't exhibit the kind of institutional loyalty that so benefitted us when we were young.

We never worried that Milton wasn't going to be there tomorrow morning. He might not be there tomorrow night because he got a phone call from the White House, but he'd be there tomorrow morning. No one was passing through. And Milton was president of Kansas State, president of Penn State, president of Johns Hopkins, and that was his career. And you don't have that now. It's a fascinating time we're coming into. Fascinating time.

**Warren:** We're slipping away from Johns Hopkins, and I should let you slip back to your family. I want to thank you. This has been a glorious—I'm going to go give Ross a big hug for sending me to see you.

**Locklin:** You're very kind.

**Warren:** No, you're very kind. Thank you so much.

**Locklin:** You're more than welcome, Mame. In the first place, my family is thrilled that you are

coming to talk to me. They just couldn't get over that. I'm really a big shot. They're going to say, "How did it go? How did it go?"

**Warren:** It went great. You tell them it went great.

[End of interview]