

(10/22/77)

The first question is, perhaps you'd begin by sketching the highlights and major accomplishments of your career prior to becoming president of the University of Pennsylvania.

Well, I had been a graduate of Haverford College and had gotten a fellowship to go anywhere I wanted and I went abroad for a year to Cambridge University, which is a center of physics. And I was overcome by the enormity of seeing people like the oldest person who ever started atomic physics. And then I worked in the Cavendish Laboratory with what's called an expansion chamber.

As found by Mr. Wilson, this would leave little tracks of ions going through the air. And if you just change the temperature a little by lowering it, then little drops fasten on this path. And he had been doing this all himself at the University of Cambridge, so it was a great place to get accustomed to this. And when I saw I was going to work on a Wilson expansion chamber, indeed the expansion chamber which this distinguished man had first made, I was thrilled.

So I was doing very nicely and having a lovely time, working with a man who was really a Westerner, from the boundary of Wales...I never knew whether he lived in Wales or just out...but he and I worked on this chamber. And I was fascinated by it. But I discovered that if I were to stay and get a doctor's degree at Cambridge, I wouldn't know anything but something about a Wilson chamber, because I hadn't learned enough at Haverford. So I explained to the powers-that-be there in Cambridge that I had enjoyed the year enormously and it was very profitable, but I had to go back to my country and learn something about physics, which I was supposed to know.

So we forested and had a very pleasant time...I have a lot of local stories about that, if you're interested later, but this was my career part.

So I wrote to the University of Princeton first, because that seemed to be a very good place to go; they had a good physics department. And they said yes, they could take me in. So I waved good-bye to Cambridge and went across to Princeton.

(WMP: About what year was that?)

(Mrs. H.: 1925.)

'25, yes. I graduated from Haverford in '24, and so it was '24 and the beginning of '25 at Cambridge, and went to Princeton in '25. Was it the beginning of '25?

(Mrs. H.: '25 at Princeton. We were married in '27.)

That's right. I had met her in Paris, with a group of girls who were being shown around to see what the world is like...I think there were ten or twelve of them...one of whom I had known so I wanted to say hello to them. And my wife saw me at that time and said "I think he is the one I would like to marry". So she kept it up and we were married shortly after that...as soon as I got my doctor's degree...

(Mrs. H.: Two years.)

And she came with a small car, I'm glad to say, because I had gotten a fellowship to go out to Cal Tech. So we drove across the continent in this car, she getting an enormous sunburn on the back of her neck, I remember, which I spent a good deal of time alleviating.

(WMP: You must have had the top down all the way.)

(Mrs. H.: Yes.)

We spent a year there and had a very, very fine time... couldn't have been nicer. But it was clear that I was not going to stay there indefinitely. And Princeton said they'd be glad to have me back. So I went there and was an instructor and an assistant professor. And this was....oh, eight or ten years, I should think.

(Mrs. H.: 1938, we came down here.)

In '38 we came down here...yes, that would be about right. So the reason for this was that they just didn't have any places in the hierarchy at Princeton at that time, and I didn't want to stay being an assistant professor for a long time, so I looked around to see who was looking for someone.

Well, old Mr. Gates was then president of the University of Pennsylvania...just a fill-in, because he was not a person who was associated with universities at all except he happened to be the chairman of the board at the University of Pennsylvania. So I came down, and he said, "Yes, we want to build up a physics department; we don't have a very good one". Indeed the two little houses which are on 34th Street are the Foulke and Long Institutes, who looked after old ladies and very old gentlemen who were on their last legs, they didn't belong to the University at all. But they later acquired this, and they thought, "well now we can make this into a physics laboratory".

So that was my first job. I had a lovely time and worked at it.

(Mrs. H.: They told you you had to raise money.)

Well yes, of course. Old Thomas Gates said, "We're sorry we don't have enough money to help you, but we'd be glad to have you travel around wherever you want...see if you could get some money so that we can afford to put up a good physics building". And I said, "I guess I'm better at raising money than I am at doing physics anyway! So I'll give a lot of my time to doing that."

And he was sitting in the same room in College Hall that the presidents of the University of Pennsylvania used forever and afterwards. And he had a can of coal there...and a very nasty smell came out of those old heaters!!! So I said, "Well that's fine, I'll enjoy it very much". And he said, "We can give you some money to travel on so that you can go to alumni and any place you need in order to see what you can do in raising money".

So, off I went and we were very successful. Some of the time my wife would come along too, and sometimes I'd go by myself. But the alumni of the University were very interested and very willing to help, but nobody had ever come and asked them if they would.

So we got enough money to start a new building and when this got started it began to roll, of course, and then they built a fine large physics building. And it looked as if it was going to be splendid.

(Mrs. H.: The biggest contributor was Mrs. Randal Morgan.)

(WMP: Really?)

(Mrs. H.: Don't forget her...it was named the Randal Morgan Laboratory.)

Yes, the old name of the physics department building, Randal Morgan Laboratory.

Well, the various difficulties with the wars and other things came along. When the war started, I got involved because I'd been interested in undersea warfare for a long time. And our problems in the Atlantic, of course, were trying to detect and hopefully, sink the submarines of the Germans who were very good at it. And that meant that...while you can't see under water, you can use sound, like a large flashlight. And then if you get a reflection back...there're a lot of things you can get it from, like weeds and changes in temperature, but when it comes back there is a little different note, which indicates that it's either going from you or

coming toward you. So that you can tell whether you're reflecting this back on something which is moving under the water. Whales, unfortunately, move a little bit too, but if you're willing to look out and be sure you're not chasing a whale, you can use this to identify submarines, and drop a bomb or something on them...hopefully clean them out. So that was successful and very interesting. As you know, we came out happily at the other end.

(Mrs. H.: Well, we went to California...in 1942.)

Yes, in 1942 we went to the Undersea Warfare at San Diego.

(Mrs. H.: And then they asked you to come out for the summer and take over the head of it for just a short time. And we went out for the summer, and we were all there for four years.)

(MBP: That was during the war?)

(Mrs. H.: During the war.)

Yes, because of course, the Japanese were making troubles, and there, of course, it was just the opposite thing; we wanted to get our submarines over there without their finding out. So this was the other end of this business which we were working on. And it was a very interesting period of time.

(Mrs. H.: We lived in La Jolla and you were head of the laboratory at Port Loma.)

Yes, but wasn't this the place we had that looked like a cathedral?

(Mrs. H.: Oh, that was our first house. And we lived there for only a year. And then we bought a house and lived in that house for three years. And then we came East in January, right after Christmas, 194.....oh, what would it have been....)

(MBP: Was the war over?)

(Mrs. H.: No, it wasn't....it hadn't ended. '42, I guess.)

No, not quite, but as far as the submarine problem was concerned, this was no longer....mute.

(Mrs. H.: Then we moved to Haverford.)

We came back here, at the University of Pennsylvania.

(Mrs. H.: Mr. ^{McCracken} came to you in 1953, in January, and asked you if you'd be president.)

Yes, I had been successful enough in raising money for the physics department, and what the University of Pennsylvania wanted was money for the whole place!!

(Mrs. H.: They needed a new president!)

Yes, I agree! President...and with the chief wish that I should continue to get money from all kinds of people to help the University, because it was not a state-supported one, and yet it wanted to be a good university. And this was very interesting. I'd already, of course, spent a lot of time raising money for the physics department at various places, but I had never tried it for the University as a whole.

(MBP: Was this 1958?)

'53.

(Mrs. H.: 1953. And he became president May 25th, 1953.)

(WMP: Well, Gaylord, Harold Stassen had been ahead of you, hadn't he?)

Just before me, that's right. He was there for a couple of years. And then they wanted somebody who had more interest in the academic side...

(WMP: You put it kindly!)

And I then spent almost all of my time ^{raising money,} after getting a lot of very good appointees to run the institution day by day. There were some vice-presidents, but the provost was the person who really had been running the University, and he was the one who really knew what education is. (And the others were money-raisers, essentially.)

(WMP: What was his name, the provost?)

(Mrs. H.: Paul Musser. He was the provost when you first went. And Ed Williams was, after that. Goodness, there've been so many that I'm a little confused how they came. And then Eiseley...

(WMP: Eiseley, yes...Loren Eiseley.)

Loren Eiseley, then Rhoads, and then Dave Goddard. This was very interesting for me, not only as the president, working at the organization of the University, but the desire on the part of the trustees that they didn't have enough money for the University, as a whole, and if I had been satisfactory in raising money for a physics department for them, I'd better get on my shoes and hat and do some visiting to all the people who would be apt to be interested in the University to see if they wouldn't like to

contribute some money to its needs.

That was all right with me because I was not really as good a physicist as most of the people that I had gotten to come into the department of physics. They were younger and more enthusiastic and they were better prepared, because I hadn't gotten a very good preparation for my career, really.

(Mrs. H.: Now you're talking about the University.)

(MBP: I think you're leading right into question number two.)

All right. Question number two: would you please describe in general terms the condition of the University of Pennsylvania, academically, financially and physically.

Well, it had been an institution with a very good name for a long time, but a very conservative one. And there had been very little approach to its alumni, or to the people and corporations that would like to support something which is relevant to their interests at the University. So indeed, the alumni had just never been told that the University needed any money, so that I had these very excellent provosts that Molly* has told you of, and again, I spent most of my time endeavoring to either get funds or persuade somebody who was at a distance and whom I had succeeded in getting to know, to come here and work at the University because we wanted a higher quality of individuals in this or that or the other department.

even in the Fifties,

And the alumni of the University, were people who had come from all over the world. So the idea was that I could spend a good part of my time bringing the alumni together so that we could send them bulletins of what the University was doing, and in turn, they could make annual contributions to the institution.

I went around the world three times; twice one way and once the other...

(WMP: Did you really?)

...going East first...that was twice, because then I learned something about how to do this, and then I went around the world the other way, and then one more, ending up that way. And this amounted to very many millions of dollars before we were through, and so it was very helpful in having a start.

And I was surprised, myself, at the number of alumni we had in various places. The European ones, of course, were very civilized and we knew exactly what to do about them. But when it came to the people who are not in Europe, the variety of individuals that you are making appeals to would be just enormous.

*Mrs. Harnwell

And in that time I got very much interested in the Shah of Iran and his developments. He had no university, really, at all in Iran, and they wanted to start one and so sought my assistance. And I went there to give him advice as to where to put it and how to establish it. They had used the old French method where there was very little contact between the faculty and the students, and you memorized things before your examination, and you either got through or you didn't.

But the Shah was very much interested in having a good... what he called, American-type university. Well, we knew all about American-type universities, and he thought, of course, he would like to have it at an old, very historic spot called Shiraz, which is way down by the sea. And we suggested how to do this, and who to get to go over and live with it for the first few years and so on. He would name the university after his own dynastic name....Pahlavi was his family name...so this is Pahlavi University. And it got started and he ^{then} ^{became} interested in helping us because we had been helping him and he could supply some funds because they were just rolling in money of course, with all the oil which they had.

India...we spent quite a little time in, at one time or another...northern India, primarily. And there were people there, again, who were well able to support us, and who, on learning about what we were doing, agreed that they would like to support us. So we got quite a lot of money from India.

We've had many people from Southeast Asia, and there, of course, there are many wealthy individuals. And by and large, of course, the people who have come to the United States, to the University of Pennsylvania, are people who were reasonably well off to start with, and were reasonably intelligent and could speak fairly good English. So when I went to see alumni and told them that we needed cash and help, they could speak English; I didn't have to talk any foreign language to them because they'd learned this when they were at the University.

And then, it was still at a time when they'd just begun having problems in Hong Kong about how they would get out of China and get to Hong Kong, if I was coming to that particular city. And they finally decided that a good way to do it would be to just actually sneak over the border into the British part of Hong Kong. And when I would get there, on all of these three occasions, the alumni turned up. And in a room which was maybe... ..oh, the area of this, but kind of a square one...they would come and they would have very soft places to sit down on the floor...apparently these Chinese never used anything but the floor to sit down as far as I could tell! And there wasn't very much heating that was available, so they had blankets

which you put over yourself. And then we all sat around, there was a brazier in the middle...food was produced...and then I told them about the University and they were very much interested. And this was a fascinating experience because they would also tell me some of the problems of living in China and getting out of China...into British Hong Kong.

(Mrs. H.: Then there were a lot in Hawaii.)

Yes. Well, I also spent quite a little time in Korea and in that neighborhood because we'd had many Korean students. And they also were very much interested in helping. And Hawaii is a small place, but we've had many students from the Hawaiian Islands, so they were glad to see me when I would come back that way. And they had small airplanes which would take you up on top of the high mountains or down to the beaches. It was a very interesting experience, and the thing, of course, which made it most interesting to me was the enthusiasm of the alumni for the University, because they had felt a great indebtedness to having been there, and having gotten the education which had permitted them to do so well.

(WMP: They had never been visited by the president of the University before.)

No, no; they never had. But we had felt that there was a very large opportunity for getting the alumni together, and getting them interested, and then getting them to contribute themselves, and also their friends and associates, and send good students back to the University of Pennsylvania.

So that was really the around-the-world part. But of course, we also had a good deal of up-and-down traveling...South America...and up in Alaska, we've had not a very large number of people from Alaska, but there were quite a few. So I would go up there sometimes on the way. If I went West first, I'd usually go there, and then come down. Coming back again, of course, I would go up to Alaska, if necessary, which I never liked very much because it was so cold!

And the alumni...and we had at that time, even quite a few in California...they were always glad to see me because they had not in the earlier days, as good educational advantages as they now have. But it was an enthusiastic group of alumni, and it was something that was very rewarding because the things that you would try to explain to them, and ask their help on, were things that they were very much interested in but had never been told about what could be done by them to help the University develop. So this was a period of traveling which was very interesting indeed, and very educational for me, and apparently very helpful to the University because the growth of alumni contributions and alumni interest, and alumni helping to influence from all around

the world to come to the University, because they had done so themselves.

(Mrs. H.: Gaylord, I think the Thouron Scholarships are interesting. The Thourons lived down in Unionville and she was a DuPont and he's British. And they had a lot of exchange students, and it's grown and grown. And they're very interesting. There are a great many students that come over here from England, and there're a great many from this country who study in England. By a great many, I mean there are ten to fifteen every year. This has stimulated the interest in the University.

And then also, tell _____ about the Science Center; that was your baby.)

(MBP: That's a question that comes up...number three.)

Oh yes, that's about where we are now. Let's see....Greater Philadelphia Movement...University's backing the West Philadelphia Corporation.

Oh yes, well the West Philadelphia Corporation had an interesting genesis. It was an early one, but the neighbors of a large university almost always feel that they are being encroached upon by a great giant of some kind, and this is just going to ruin their homes, and you still hear bits of this now. But the University had to expand, because it was just not adequate. And the money that we raised in traveling around erected new buildings, but new buildings had to have land to be on. And the University had to go out and buy, really, land to the West, because that was the only direction in which it could go. It had gone as far as it could to the East. And when I first went there, of course, Woodland Avenue went right through the institution. And you can still see half of the scars, if you get up and look down...some of the buildings are built on this kind of a side, angular direction. You'd have to note that there had been a street there before you would recognize it, but if you had known it you would recognize it very well.

So that _____ was an interesting part of the development. And the West Philadelphia Corporation which we started was for the purpose of keeping the West Philadelphia population aware of what the University was doing, and that it did not intend to go farther than about 38th Street or....as far as the dental area has gone which is up to 40th Street,..but this was all as far as the University ever planned to go. And they need not be concerned about this, and come and visit us and look and see what we're doing. It's got a lot of advantage to you because those of you who have things to sell will have people who come to the University with enough funds to buy your wares, and things they want to have. And the size of the institution, while it is kind of ominous...

****Interruption due to changing of the tape****

You were interested in the development of land to the West, and why one would do it, and what the result was.

(WMP: And what mechanisms were used to acquire it.)

Well, yes, the Redevelopment Authority was a great help because they had the ability to say we could buy whatever we wanted, and they would approve of this. So we were able, through that assistance, to not have single buildings which the owner just refused to talk to us about. When we'd hit that kind of a problem, why, we'd go to the Redevelopment Authority and they would use their influence to be able to give us large, united areas of ground which one needs, of course, to build on.

And another problem that we found at the University was that a lot of the laboratories, in all the sciences, really, were being used by the faculty, at least part-time and sometimes very much too much, to refine ideas which they had so that they could be sold to corporations and business, medicine, dentistry, any of those. And it was a very worthwhile thing to do, and it was splendid. On the other hand, it was being done in University laboratories which were not for the final form of something which can be immediately sold. And so, in our problems of looking at this, we discovered that there were a lot of other institutions which were having the same trouble. So, while there were some...oh, thirty...before we got through up and down the east part of Pennsylvania and over in New Jersey and I think, some as far down as Maryland, just on the border there was one...so by getting representatives of these together, and saying, "Look, if we can make arrangements for a new development which would take your good ideas and reduce them to a practical utility in the whole world, in medicine or business or whatever, wouldn't you like to do this?"

Well, it turned out that almost all of these neighboring universities, some thirty odd now, had had the same problem, and they all joined the group which is called the Science Center. Then the city thought this was a good idea too, and they thought they would be glad to have us get over as far as Market Street, because there were a dreadful lot of old houses that were there anyway, and we would build these new buildings for the purpose, really, of being ^{the} entrepreneur between the college and the University population that has ideas, and the people in business of all kinds could use refinements or extensions of these ideas for their own profit.

(WMP: What do you remember Harry Batten's role to have been?)

Oh, Harry was a very enthusiastic and an excellent advocate. He was just splendid. But the problems that we had with the

city...to get the streets straightened out, things like that, he was just an enormous help because he knew just who to go to, and how to get him to say "yes" to what it is that you want to do. We were extremely strengthened, of course, by having as many other institutions, and I'd say there are about thirty altogether that are members of this, and so they had influence in Wilmington and in Harrisburg and in New Jersey, because other institutions had had the same kinds of problems. And this would get it off their campus and their laboratories would not be used for the development of new ideas for the benefit of the man who does them, but the man on your faculty will be able to have somebody else, or organize another group which will work with this for him. The purpose is to sell your good idea, but not use the University or college facilities for doing it.

So that worked out very nicely. And of course, as Molly said, this wouldn't ever have been possible if we hadn't been interested in the people who live in West Philadelphia, because they, of course, also would be afraid of a new thing happening on Market Street. They always had thought of the University as an ogre which was gradually getting farther west, and going to come and get their own house very shortly, and what were they going to do then...and they would wring their hands about this. But 40th Street is an absolute boundary as far as I know now; 38th Street is really where most of the college work ends. And there are a few of the high-rise buildings which the state and the United States raised for us, which are west of 38th Street, but nothing west of 40th Street. So we have really said we're not going to go any farther west than 40th, and we're not going to go any farther north than where we are now, which is Chestnut Street.

Of course, the number of people who were interested in the size of the University and the groups of other institutions helped get the International House idea there; you probably know which one that is.

(WMP: Ed Hopkinson was very interested in that.)

Ed Hopkinson was very interested in that. And a lot of people in the city of Philadelphia...the idea of having an International House which would bring foreign students here, with a place to live...advertising in a very fine way the virtues of Philadelphia for getting an education, if you lived in Hong Kong or if you lived in Cairo, Egypt...or wherever you lived. So this has helped a great deal, bringing in a variety of personnel in the University. And people who were not going to be in the University at all, but who had an idea and would like to start it, and who could come to the University and say, "Is there anybody here who is interested in the development", let us say, "of some heat process?", or any work at all. "Yes, well, that's fine, there are people who are interested in this. And the place for you to do this and to try it with

is here,

this man. If you'll supply the funds, he can work in the Science Center, and see what he can do in the way of developing something along your line of interest, which can be based upon his professional knowledge." And it's a two minute walk, or a five-minute walk from the University to the Science Center. And it's been going slowly, but almost all the institutions, as far as I can tell, that are members of it, are finding it is useful, and that there is less use of their laboratories for the gain of an individual member of the faculty.

That was a very interesting one, and as I said, the Greater Philadelphia Movement was interested in these things too, so that I had acquired a large number of people whom I knew in the city from being on it myself, who would like to work at the University or would give us good ideas, particularly the starting of the Science Center idea. They could see how splendid that was and how well it would work out.

(WMP: You were a co-chairman of the Greater Philadelphia Movement, weren't you, for quite a while?)

Yes, for quite a while. I forgotten exactly what the dates were, but I still, if possible, turn up for their lunches and listen to what's going on now.

(Mrs. H.: Gaylord, what about New Bolton Center?)

New Bolton Center, oh yes. Mark Allen...he is a very good salesman himself!

(WMP: Yes he is!)

And, of course, the area in which he is interested, and has a lot of, is horses and dogs and cats. These are not the kind of folks that the West Philadelphians would like to have around, so we looked around at where he could go. And New Bolton Center finally was decided on...it's down south a good way. And there was so much interest in veterinary medicine that he had no difficulty at all, with little assistances from the University administration, in getting the funds to build up New Bolton Center. The Du Ponts were great supporters of it. And they've built....I don't know whether you've ever been out there...

(WMP: Yes, we have.)

Have you?...then you've seen them dip the horses and keep them up off their feet. I don't know where he got all of his ideas, nor can I remember who the architects and things of that sort were who did that, but he was a very good salesman himself, and a very able person to select people for his department. So that it was one of the best veterinary establishments in the United States, I'm sure, and has been for a long time.

(WMP: It's still going strong, yes.)

Yes, they're doing very well.

(WMP: Well, I would like to ask you to talk a little bit about your dealings with the city, and your interest in the city through the Greater Philadelphia Movement.)

Well, I was always very much interested in the group of people who were businesspeople to some extent, but tended more to be not in the making and selling of things, although there are a number of those, but the lawyers and the doctors and people who are concerned with the welfare of the city itself, who formed the group which has now had several names, but it has done nothing, as far as I know, that is not very helpful indeed, in raising money for things in the city, or for talking with the mayor and talking with the city officials and so on, about how we can do more to make Philadelphia a nice place to live. The general area of this interests almost everybody, and as a result, I think the Greater Philadelphia Movement and so on, was never as effective as it would have liked to be, or would like to be now. The long underground work on Market Street, for instance, something which in principle, the Greater Philadelphia Movement was in favor of, but the actual way in which it came out was not what all hopeful people thought it would be. It was crowded and it was not as well ventilated at one time. All these things are being made better, I'm sure. But it's not easy to take an old city and try to make it very attractive for all the people who live in it. Up and down Market Street and to the south, of course, is very good. It's a lot better than it was; it's splendid. But it's not the kind of thing that you can please everybody about. And I hear just as many adverse remarks on these developments as I do enthusiastic remarks...because if you've lived in the city for a long time, you like it the way it is. And what it's getting changed into...well, you're a little queazy about that. I mean, this is so much walking underground and not out in the open as much as we used to. But by and large, I think it's been tactfully enough done so that I would think that a great majority of the people think it's a very fine development. And there're only a few who disagree, but they're loud in their mouths and you hear a lot of criticism of it.

(WMP: But would you say that since World War II we've had an effective City Planning Commission?)

I don't know enough about this to comment on it, really. City planning is something which interests so many people, and for so many different reasons. Sometimes they're very virtuous reasons, and it would be a great help to large numbers of persons other than themselves. And then sometimes, particularly if they are in one small area of business, it is maybe good for their business, but not good for anybody

else's business. I think it's just that there are so many people, and there're so many motives of these different people, and such a wide variety of abilities, that it's a lot better than it was, I think. On the other hand, there are people who say, "Well, it was a lovely old city when we came to it, but now look at it...all these people walking up and down, taking escalators up and then taking escalators down again!! Why this is a foolish town!!" I don't know the answers to this, but this is just, I'm afraid, our fellow men. It's not easy to get a large number of people agreeing that this is just the thing to do.

(WMP: That's right.

Would you please add to this record any matters that you feel were important to the University regarding its relationship with the various administrations in City Hall?)

Interruption due to stopping of tape

During the time that Frank Rizzo was chief of police, I had been helping some persons from the medical side of the University to give out samples of medication which they thought would be good. And if you could trace them with a large number of people, you would learn a lot about it. It wouldn't do them any harm, but you could find out whether this medication was working well, just with the general populace.

So we would get maybe ten or fifteen people who would be given little samples, a whole large handful of them. And they would go to various places in the city of Philadelphia and say, "Here is something that is new, medically. It hasn't been tried very much; it can't do you any harm, but it might be very helpful to you. Would you just check this little card that we'll give you, it's got a return address and everything on it, and tell us what your experience was with it".

We must have had half a dozen students and alumni who were interested in starting this to see how it would go. Well, the police said, "You're vending something which you are not entitled to vend, and you're going to get arrested". And I said, "Well, I'm terribly sorry, I didn't know that the police were at all interested in this". So I went to see Mr. Rizzo who was then chief of police, and explained to him what it was...that this was really the best way a medical area could get information from a large faction and a wide variety of the population as to whether it's been helpful or not. And he said, "Well, I hadn't heard about it that way, and if you will give me your word that as soon as you've found out what you want, you'll stop vending this stuff, I'll tell my policemen to lay off". Which he did. And we worked through this, and we got the information,

and Mr. Rizzo was helpful in doing it.

Interruption of the tape

(WMP: A commission was appointed on the question of whether the City Hall should be torn down, as suggested by Ed Bacon, the executive of the Planning Commission. What kind of procedure did you follow in advising the mayor?)

There are so many interests which conflict with one another in these things, but I personally, and a great many other people, I think, had the same view, that we have really one of the nicest general layouts here, with the City Hall, with Broad Street and Market Street intersecting there, and a pretty good arrangement of little streets going around, and we're very fortunate having it there. And if we didn't have it there, where would you have it? Well, it couldn't be any place that would be more central or just at the steps of the people in Philadelphia. They could get there very easily, they knew just where to go. And it was a symbol that the city of Philadelphia was unified in its interests, in the way it's governed, and so on.

So we were very enthusiastic about keeping City Hall. It certainly needed a lot of repair inside, which it's gotten. And it's very habitable now, as far as I know. Are you in it from time to time? You know what it's like; it's not bad. But nobody had taken any care of it for a long time so that when the city got interested in a new City Hall that's going to stay there for awhile, then they began to really put some money in it. And there're good offices, there're elevators which go up and down, which didn't used to for a long time!

(WMP: Like the old ones!)

Like the old ones!! So the symbol of being in the middle of the city, and the way in which the city was laid out, indicated to all the people I knew that it was very hard to find a better place for the City Hall than right in the middle, where you could get to, and get to easily. And there would be rooms in which you could meet and explain what you wanted, why you had come there, and where the city could get groups of people together to advise it on this matter or that matter. So we were delighted to know that finally they decided that they'd be willing to have it as before.

There was some question, I know, as to whether that statue of Billy Penn on top of City Hall...whether that was the right place to have it, and whether it could stay. Some felt it was too big, and it was getting in the way of airplanes and so on. I don't know what the genesis of the movement against

City Hall tower was, they finally all agreed that City Hall tower could stay. And there it is still.

(WMP: Well, I think they solved the problem eventually, by building the Municipal Building over in Raeburn Plaza.

Yes. They needed, of course, a lot more space than they had in that building to run the city as a whole. But the neighboring buildings have all gone up since the time when they were talking about the problems of having adequate areas.

(WMP: Well, I think you saved City Hall; that was the right thing to do.)

Oh, I didn't save City Hall!

(WMP: Your commission did.)

(MBP: Did your commission bring in a report recommending that it not be torn down?)

Oh yes, I should say so. We were all sensible fellows! I don't know where you could build a better City Hall.

**** Interruption in taping****

(WMP: Maybe you'll comment on this; maybe you don't want to... ..the demise of the Pennsylvania Railroad. You were on the board, I think, weren't you?)

Yes indeed.

(WMP: Do you want to say something about that?)

Well, I'm not just sure of the technicalities that got in this, but I guess there's little question but that railroads being the roads which had welded together large segments of the United States, were getting pretty uppity on the authority which they ought to have in order to make the operation of railroads something which is profitable, and that people would be interested in having, instead of putting money into cars and keeping up the right of way and all of this...and that if you put all of this transportation on the roads, they have already got more cars than they need...it would be a shame to take out the rail lines, because that's a different variety of transportation, and one which is very sadly needed, in addition to the streets that you've got. And so we were enthusiastic about keeping railroads. And of course we've known more about them for a long time, having been on the board of the railroads; they were doing the best they knew how, but it was not something that made very much money. And I think the people who owned stock in the railroads, of course, would like to have

them much more profitable. And all this business of going to trucks on streets...we were using public thoroughfares here, which were costing the public quite a lot of money to keep up, and in no way was it more satisfactory, or indeed, anywhere near as satisfactory as good railroads. Just go down to the station here, going in town and coming out again, you realize that the central tracks are just covered with the carriers of large trucks, which rest on the rail....

(WMP: Piggy-backs.)

...piggy-backs. Without this, think what it would be like on the roads that you want to drive over. It would be just terrible. So we needed every variety of transportation we could get, and it would be a great mistake to let the railroad go. But it couldn't make any money. So of course, it went into bankruptcy. And the government from Washington, or perhaps Harrisburg helped, but at least we've succeeded in keeping enough railroads so that we can get transportation of needed goods from one place to another. And a few people on night sleepers from New York to Chicago and back again...things like that...but this is a very tiny part of what railroads do for the citizenship as a whole.